

EASTERN WASHINGTON PARTNERSHIP

REGIONAL/LOCAL WORKFORCE PLAN PROGRAM YEARS 2016-2020

For the implementation of the
Workforce Innovation and Opportunity Act
Adopted May 31, 2016

By the
Workforce Development Council
Workforce Development Area 10

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PROLOGUE / INTRODUCTION

The Workforce Innovation and Opportunity Act of 2014 amends and reauthorizes the Workforce Investment Act of 1998, supporting the nation's and local employment services, workforce development, adult education, and vocational rehabilitation activities. The bill also reauthorizes and enhances the Adult Education and Family Literacy Act and amends the Wagner-Peyser Act of 1933. Activities within the workforce development system will be guided by and responsive to local economic and employment needs. The Workforce Development Council is given authority and responsibility to provide direction to service providers and partners that assist customers in obtaining training and employment. This plan will provide a roadmap for the Eastern Washington Partnership Workforce Development Council to craft policies and inform funding decisions affecting workforce development activities.

Workforce Development Area 10 is comprised of nine counties in Washington, including Asotin, Columbia, Ferry, Garfield, Lincoln, Pend Oreille, Stevens, Walla Walla and Whitman. These counties are located on the extreme eastern border of the state, reaching from Canada to Oregon along the Idaho border. The northern counties are mountainous and timbered. The central and southern counties are primarily agricultural. The area is over 14,000 square miles in size, approximately 21% of the state, yet only 3% of the state's population resides there.

The WDA's diversity, in terms of its geography, resources and demographics make it unique among other workforce areas in the country. Within the area there are sub-regions with distinctly individual identities, different natural resources and singular economies. Each sub-region has some of its own key industries with discrete workforce training needs. Labor markets vary within the area and are determined by resources unique to each region. Natural resources such as timber production and mining historically have been drivers of the economy in the northern counties. Wheat, grain and specialty agricultural crops have determined the labor needs in the south. Wind generation farms have flourished in the southern counties. Intellectual capital has contributed to the prosperity of the central region.

While recognizing internal differences, the nine counties and sub-regions also share many industry and labor features. Common across nine counties and emerging as an economic driver are industries that manufacture an array of goods, including food processing equipment, aluminum boats and high tech electronic instruments. The process of turning agricultural crops into foodstuffs is also considered part of the manufacturing sector. All counties export goods or services to a greater or lesser degree. These include agricultural items such as wheat, garbanzo beans, peas, lentils and wine. Manufactured durable goods are exported and include aluminum boats, heat stoves, air conditioning equipment and very durable computers and precision measurement equipment. Washington State University, located in Whitman County, has been a research and development hub for many innovative industries, some of which now do business and provide technological services worldwide. Mining of gold, zinc and lead and the processing of the ore not only provide local jobs, but also contribute to the export business. It might be surprising to learn that WDA 10, made up of nine sparsely populated counties, contributes significantly to the state's economy and is remarkably affected by world economics.

The local board has considered both commonalities and diversities as this plan for workforce development has progressed. Research for the plan included collecting information about the area's key industries and the occupations that are emerging and those that show promise of growth. Contributors studied the characteristics of the local workforce and how that fits into key industries' needs. The board surveyed government and economic development initiatives to ascertain how those entities might coordinate with workforce development issues. Input was sought from leaders throughout the nine counties. Sources included representatives from business, labor, education, community-based organizations, economic development councils, social service organizations, Employment Security Department, elected officials and the general public.

Board Structure

The Eastern Washington Partnership (EWP) Workforce Development Council (WDC) is a 19-member volunteer board of directors, a majority of whom are from the private sector. The Regional Board of Local Elected Officials is made up of one county commissioner from each of the nine counties. The members of the WDC are appointed by the Regional Board. In addition to the WDC and Regional Board, the organization includes WDC staff and the following committees (comprised of WDC and Regional Board members): Executive Board, Administrative Committee, Quality Assurance Committee, and the Business Services Committee. The Youth Committee is comprised of WDC members and members of the larger community who have a special interest in youth. Federal funding, funneled through the Washington State Employment Security Department, is distributed to the WDC and contracted out to different service providers. Once contracts are awarded, they are tracked and monitored by WDC staff to ensure that program goals and objectives are being met.

This plan is a product of extensive research that includes broad representation across nine counties. It is in alignment with the state workforce board's *Talent and Prosperity for All: The Strategic Plan for Unlocking Washington's Workforce Potential*. The WDC vision, mission, goals, objectives and strategies will guide workforce development efforts for the Eastern Washington Partnership for years 2016-2020.

PLAN GUIDELINES SECTION I

REGIONAL DESIGNATION

Workforce Region Name:

Eastern Washington Partnership Workforce Development Area 10

Counties Comprising Workforce Development Area:

Asotin

Columbia

Ferry

Garfield

Lincoln

Pend Oreille

Stevens

Walla Walla

Whitman

Fiscal Agent/Entity Responsible for the disbursement of grant funds:

Rural Resources Community Action

956 South Main St

Colville Wa 99114

PLAN GUIDELINES SECTION II

VISION AND GOALS

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.

WDC Goal #1

Integrated Service Delivery

Goal: Eastern Washington’s WorkSource partners provide an integrated service delivery system that aligns the available resources to seamlessly address the needs of both job seekers and businesses.

Objective 1a: The WorkSource partners’ leadership team will identify and work to eliminate agencies’ policies and practices that inhibit optimal customer service delivery.

Strategies:

- WorkSource partners will develop a Memorandum of Understanding that clearly defines the services that will be provided by each partner as well as their individual and shared roles and responsibilities.
- The WorkSource leadership team will meet at least two times per year to review progress and to consider areas for improvement.
- Staff at all levels will receive training on the performance outcome requirements for each of the partners.

Objective 1b: The WorkSource customer service delivery model has processes that work effectively across multiple programs.

Strategies:

- Review the various assessment processes to establish a best practice.
- Agree on a consistent customer referral method between partners.
- Share case notes for shared customers as permissible.
- Use a standardized testing system to measure basic skills levels at program entry and later to measure skills gains.
- Use business services teams to develop strategies to provide marketing and outreach services in a cohesive and non-duplicative manner.

Objective 1c: Individuals engaging the WorkSource system at any level will have access to a broad mix of services that can put them on a pathway to self-sufficiency.

Strategies:

- Targeted populations seeking services from programs such as WorkFirst, vocational rehabilitation, adult basic education, veterans programs, dislocated workers and others will be informed of the full array of services offered by WorkSource partners.
- Partners will develop a career pathways model for customer services that will enable staff to readily recognize the additional services that other providers can offer to improve an individual's employment plan.
- WorkSource staff will be cross-trained, and cross-program desk aids will be developed so that staff in every agency can be aware of the services that other agencies can provide to their customers.
- Division of Vocational Rehabilitation staff will provide training to other WorkSource partner staff on detection of hidden disabilities and use of assistive technology.

Objective 1d: Job seekers will learn about self-service online tools and websites they can use to enhance their job readiness and job search skills.

Strategies:

- Job seekers will be assessed on their knowledge and skills in the use of computers to enhance their job search efforts.
- WorkSource staff will offer training to customers on utilizing WorkSourceWA and online search engines that can enable them to list their resumes, find job listings, and research labor market information. They will learn about the labor market demand, the wage ranges, education and training requirements, and the career advancement opportunities for jobs in their field of interests.
- Customers will learn how to research for information about the training providers (costs, financial aid, length of the program, graduates' success rates, etc.) that offer programs they are interested in pursuing.

WDC Goal #2

Youth Services

Goal: 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: Increase the use of in-depth assessment processes as youth enter the program to assist them to better understand their knowledge, skills, and abilities, and personal situations.

Strategies:

- Use CASAS or other basic skills assessment tests to determine any need for basic skills training to be coupled with other services.
- Use career exploration software programs that can help individuals identify their interests, aptitudes, and career opportunities that are in line with them.
- Provide better training for staff on how to better identify youths' hidden disabilities.
- Assure that a youth will have the support services available to begin and sustain participation in the individual service plan.
- Inform youth about high demand/higher skill occupations with an emphasis on such opportunities that are available within the region.

Objective 2b: Provide realistic options for out-of-school youths who are high school dropouts to engage in a program that can lead to a high school diploma or GED.

Strategies:

- Increase the coordination between WIOA youth service providers and high school dropout retrieval programs to offer youths the comprehensive services that they need to succeed in the program.
- Work with the Job Corps to support new participants that need remediation before entering the Job Corps high school completion program.
- Assist the HS 21+ students at the community colleges with necessary support services.
- Connect WIOA dropouts to adult basic education volunteer tutors to obtain one-on-one instruction as necessary.
- Match out-of-school youths in dropout retrieval to mentoring programs that can provide personal support for the students.
- Direct students to on-line learning sites that offer no-cost coursework tutorials.

Objective 2c: Develop more work experience opportunities in the private and public sectors for older youths.

Strategies:

- Assure that the WorkSource business services team members discuss the possibility of youth internships and OJTs as they provide business outreach.
- Develop summer youth work experience opportunities for youths with little or no work experience.
- Explore the opportunities for internships or job shadowing that the businesses participating in the industry panels may be willing to offer.
- Instruct the youth participants in the use of WorkSourceWA and other job-listing websites that can expand their ability to find job opportunities.

Objective 2d: Provide opportunities for youths to gain transitional skills during the course of their participation in the program

Strategies:

- Measure the gains that participants are making during their participation in basic skills programs.
- Provide pre-employment training for youths that can lead to competencies in completing job applications, developing job resumes, interviewing skills, and other soft skills that will prepare them for their job searches.
- Assess the youths' financial literacy knowledge and offer training as necessary.
- Request evaluations from work sites offering work experience opportunities that measure work maturity (attendance, punctuality, attitude, etc.) progress during the course of the placement.

WDC Goal #3

Business Services

Goal: Businesses will value and increasingly use the services available to them through the WorkSource system.

Objective 3a. WorkSource business services teams will identify the best and most efficient approaches to delivering services to businesses.

Strategies:

- WorkSource partners will appoint business services representatives to staff the team in each area.
- Team members will follow an outreach approach for businesses that eliminates multiple contacts with businesses attempting to offer similar services.
- Professional marketing materials will be available to provide clear information for employers about the variety of services offered through WorkSource.
- Develop a social media presence (Facebook, Twitter, etc.) to expand the visibility of WorkSource services to both employers and job seekers.

- Staff will be trained about the menu of business services that is available from the various WorkSource partners. Staff will be sufficiently knowledgeable about other partners' services so they can, at a minimum, refer employers to the services they need.
- Staff will be proficient in the various aspects of the WorkSourceWa website so that they can assist employers who want use the website to list jobs, find suitable applicants, research labor market data, etc.

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

Strategies:

- In-depth labor market information will be used to identify which sectors will have occupations that will have ongoing demand and will offer career pathways for employees in the field.
- Input from key informants in each of the counties will be sought during the planning process.
- Sector skills panels will be formed to develop the best approaches to addressing the skills gaps in that sector.
- Panel members will identify both short and long-term training needs that will help to address the skills gaps. Members will also help to devise strategies to fund the training that is necessary.
- WorkSource business representatives will work with small employers to develop effective on-the-job training plans for new employees needing specific skills that can be taught on-site at the business. Such plans may include additional vocational training components that need to be taught in a formal setting.
- 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 3c: Support service providers' efforts to expand the vocational skills programs for high demand, high skill occupations.

Strategies:

- Target WIOA 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.
- 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.

Objective 3d: Provide WDC members and local WorkSource employer committees with the information and opportunities for them to advocate on behalf of the WorkSource system.

Strategies:

- Develop opportunities for WDC board members to address other business people at Chamber, Rotary, and other civic organizations meetings.
- Ensure that members of the WDC and the WorkSource employer committees are familiar enough with the WorkSource services that they use them themselves.
- The One-Stop Operator will report out to the WDC’s Business Services Committee and the WDC at least on a semi-annual basis. Such reports will detail the outcomes of the work of the WorkSource business services team.
- Ensure that the WDC and WorkSource Employer Committee members are fully aware of the WorkSourceWa website.
- WDC members are aware of the opportunities to participate on industrial skills panels.

REGIONAL ANALYSIS

In examining and exploring economic conditions in the nine counties that comprise the Eastern Washington Partnership (EWP) Workforce Development Area (WDA), three sectors rise to prominence in all counties. Healthcare, manufacturing and warehousing/transportation are the sectors that present a persistent need for trained workers. With thirteen hospitals, numerous clinics, nursing home facilities and the need for home healthcare, a wide spectrum of workers are needed. Data from Employment Security LMPA Branch support the information provided by interviewees.

Manufacturing of all type takes place within the area, including boats, stoves, food products, lumber and mining. A variety of occupations related to and supportive of this sector require workers to learn new skills that involve technology. Precision machining, specialty diesel technology, production equipment maintenance and repair are among the emerging occupations

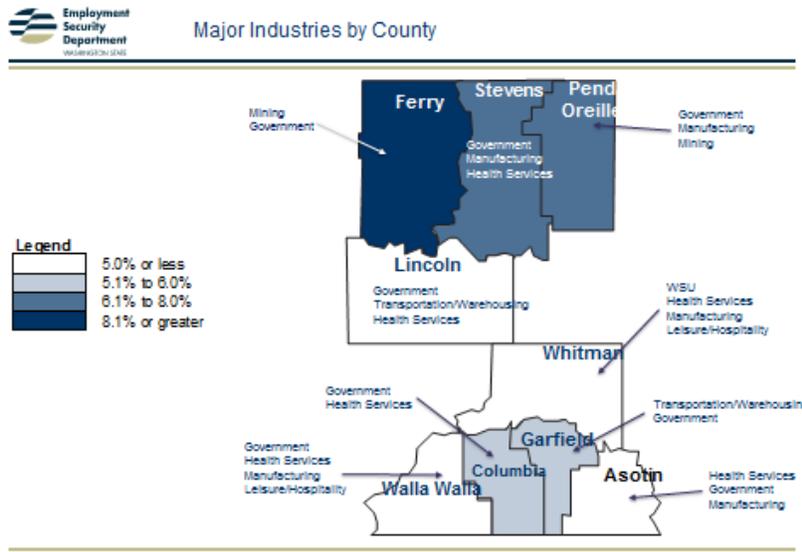
in this field. Wind energy technology continues to require technicians who can apply advanced skills to the jobs that are opening up in this emerging segment of the manufacturing cluster.

Warehousing/transportation is a third high demand sector within the WDA. Movement of materials is of tantamount importance whether it is raw materials and agricultural crops to world markets or movement of goods inside the area. The data from ESD LMPA support the information provided by those who were interviewed for this plan, including industry representatives, board members and workforce development staff.

The WDC has prioritized healthcare and manufacturing as sectors for sector work.

Economy

There was a significant decline in job opportunities within the Eastern Washington area during the recent recession. The nine counties have come through the Great Recession, and the economy is improving albeit some counties are making a faster comeback than others. The entire area has tended to lag behind the state as a whole, principally because King County’s influence on statistics is great and its growth has been particularly strong. The northeast counties still have a relatively high unemployment rate, and this continues a historical pattern. The following charts depict the major industries of the nine counties in the Eastern Washington Partnership and projections for the next five years.



Title	5 Year Projections
TOTAL NONFARM	1.8%
NATURAL RESOURCES and MINING	0.0%
MANUFACTURING	2.2%
Fabricated Metal	8.4%
Machinery Manufacturing	4.1%
Computer and Electronic Product	8.4%
Food Manufacturing	1.0%
RETAIL TRADE	0.9%
TRANSPORTATION, WAREHOUSING AND UTILITIES	1.4%
FINANCIAL ACTIVITIES	0.0%
PROFESSIONAL, SCIENTIFIC, TECHNICAL SERVICES	2.7%
HEALTH SERVICES	3.9%
LEISURE and HOSPITALITY	1.8%
GOVERNMENT	1.1%

Agriculture is a very important part of EWP economy. Exports of apples, wheat, cattle, barley and hay are some of the crops grown and processed in the nine Eastern counties. Agriculture contributes \$1.3 billion into the EWP counties' economy. If wine production, which is considered in the manufacturing sector, is added to agriculture, it brings the total figure to \$2 billion. Warehousing and Transportation is an important sector, because it is critically linked with agriculture, and it serves the needs of other sectors of the economy as well.



Government is a major sector, which includes K-12 education and public colleges and universities; it also includes public hospitals and support occupations that every community needs to attract people and grow the economy. The construction sector suffered greatly during the recession. Now it has come back quite strongly across the region. In addition to jobs in the building trades, the growth in construction provides jobs for lumber producers and other materials manufacturers. Health care and social services show prospective growth of between 2.0% and 3.9 %. Following a national trend, an aging population means that there will be a growing need for healthcare occupations. Manufacturing shows strong growth, up to 8% in some occupations. The list of top projected occupations follows.

Similar to the state, the jobs that show the greatest growth are those called “mid-level,” requiring some education beyond high school, such as trade school or college, or associate’s degree. Unlike the state, the Eastern Area has not had a plethora of high wage jobs, so the focus of training will be in the mid-level occupations. Growth of manufacturing will necessitate advanced training in those fields. The nine county area does not include a concentration of high-paying aerospace or IT jobs, such as there are in King County.

The area’s aging workforce and some industry closures have contributed to a lowering of the labor force participation rate. The unemployment rate is going down in most counties, but the recent recession has created a high number of discouraged workers who are only now getting back into the labor force. Younger workers have moved away from the area and gravitated to more urban areas to find work. Detailed information on incomes, poverty rate and labor force participation is depicted in the population/workforce section of this plan.

The economy of all of the nine counties is heavily dependent on exports. Agricultural products, manufactured goods, minerals and timber are but a few of the goods exported from the area. The strength and weakness of the global markets hold sway on the economy of the Eastern Washington counties.

Similar to the state, key employers in the region report that despite the large number of unemployed job seekers, many do not have the specific skills needed for jobs that are vacant. Again, the individual who has achieved mid-level skills training will be more employable in the current economy. The demand for trained workers exceeds the supply of job seekers with the appropriate training.

The rural counties have a high percentage of workers who are entrepreneurs, tradesmen for example, who operate their own small businesses, and do not employ extra workers. Another percentage works part time or seasonally, moving from one employer to another as opportunity arises.

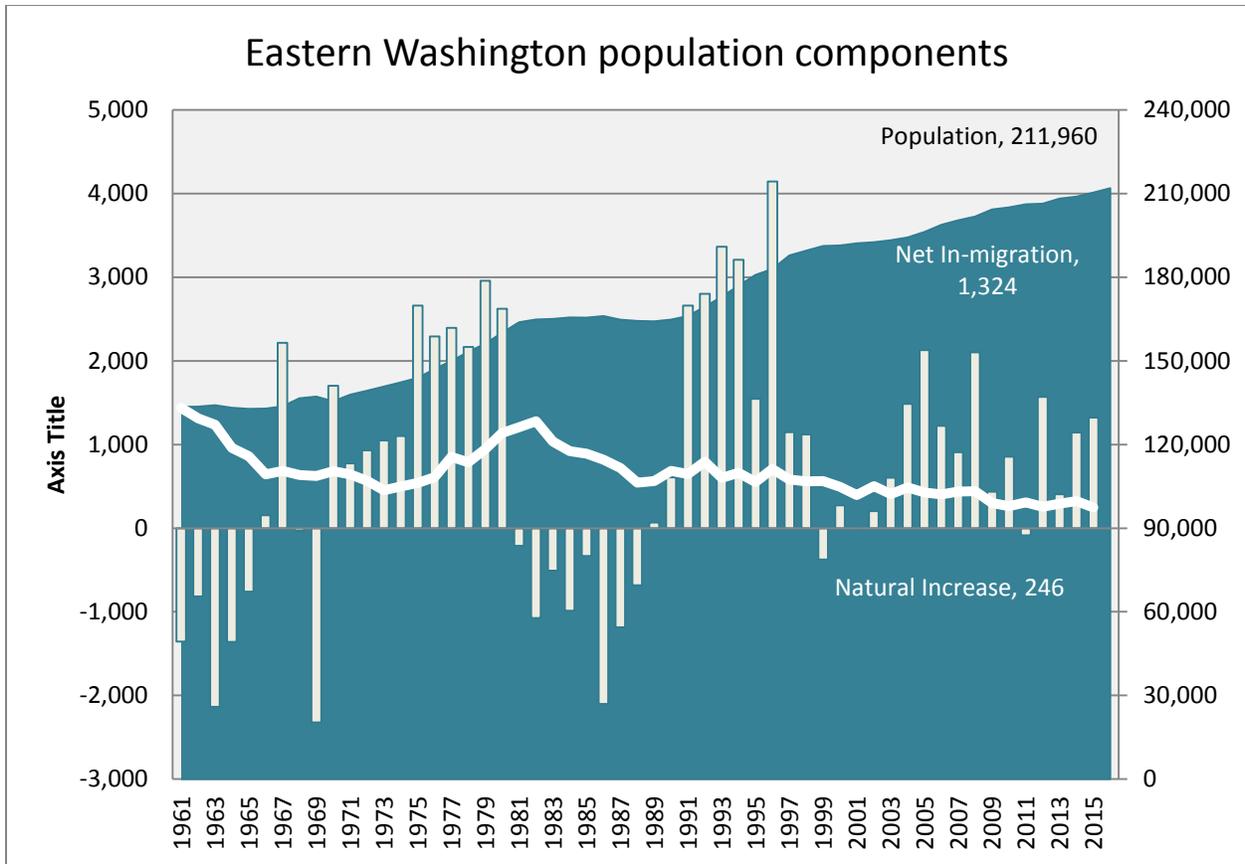
With workers who decide to establish themselves in careers of a chosen field, healthcare and manufacturing remain among the most important and growing industry sectors in the region. It will be critical to identify which skills will be in demand so that people will have the opportunity to become trained in those occupations.

Equipment Operators	Health Technologists/Technicians
Line Installers and Repairers	Physical Therapists
Heating, AC, and Refrigeration	Medical Lab Technicians
Operators and Tenders	Equipment Mechanics
Buyers and Purchasing Agents	HR Specialists
Cost Estimators	Credit Counselors
Machine Setters and Operators	Radiologic Technologists
Medical Technicians	Registered Nurses
Teachers	Payroll and Timekeeping Clerks
Assemblers and Fabricators	Home Health Aides
Sheet Metal Workers	Bill and Account Collectors
Computer Technicians	Medical Records Technicians
Machinists	Heavy and Tractor-Trailer Truck Drivers
Surgical Technologists	Medical Assistants
Gaming Cage Workers	Diesel Engine Specialists
Computer Programmers	Assemblers
Industrial Production Managers	
Mechanical Drafters	

Demographics and the Workforce

The population growth of the WDA has remained fairly flat in the past three years. Three of the nine counties have lost people, and all but two have grown only by fractions of a percent. Adjacent counties with a more urban environment have shown growth, indicating that some of the rural population has moved to larger cities to live and work. As stated in the state plan: “people go where the jobs are.” Quite different than current state trends, Eastern has not shown a significant in-migration of people from foreign countries or other parts of the U.S. Instead, a certain amount of out-migration has occurred, especially since the “Great Recession” of 2008. The rural counties struggled during that time. The northern counties particularly, have experienced a persistently high unemployment rate. These areas with a less diversified economy are prone to losing population during hard times when jobs become scarce. Counties with an agricultural base were not hit as hard as the mining and logging counties.

The median age of the Eastern WDA is getting higher. Fewer people of the prime working age 25-54 are remaining within the nine counties. The largest jobholder age group in the Eastern counties is 55 or older, whereas the largest jobholder age group in Spokane is 25-34 year-olds. More people in the 65-plus age group are staying in the workforce out of necessity or choice. The population of WDA 10 is currently estimated at nearly 209,000. Within the last three years there has been an increase of 2,000, or almost 1%. This is a very modest growth compared to the state as a whole, which was 5%. Most of the growth has occurred as a result of in-migration. Natural increase has been very small.



Population growth has been somewhat uneven in the past ten years. Some counties have seen decline, while others maintain an even number of people, and others a healthy growth. During the recession many people found it necessary to leave the area due to economic constraints. Now that the economy is improving, many of them are returning, and new people are moving into the area as employment opportunities are increasing. Asotin County with Lewiston, Idaho across the Snake River has had a marked increase in employment due to its growth in the manufacturing sector. Whitman County was third in the state for growth.¹

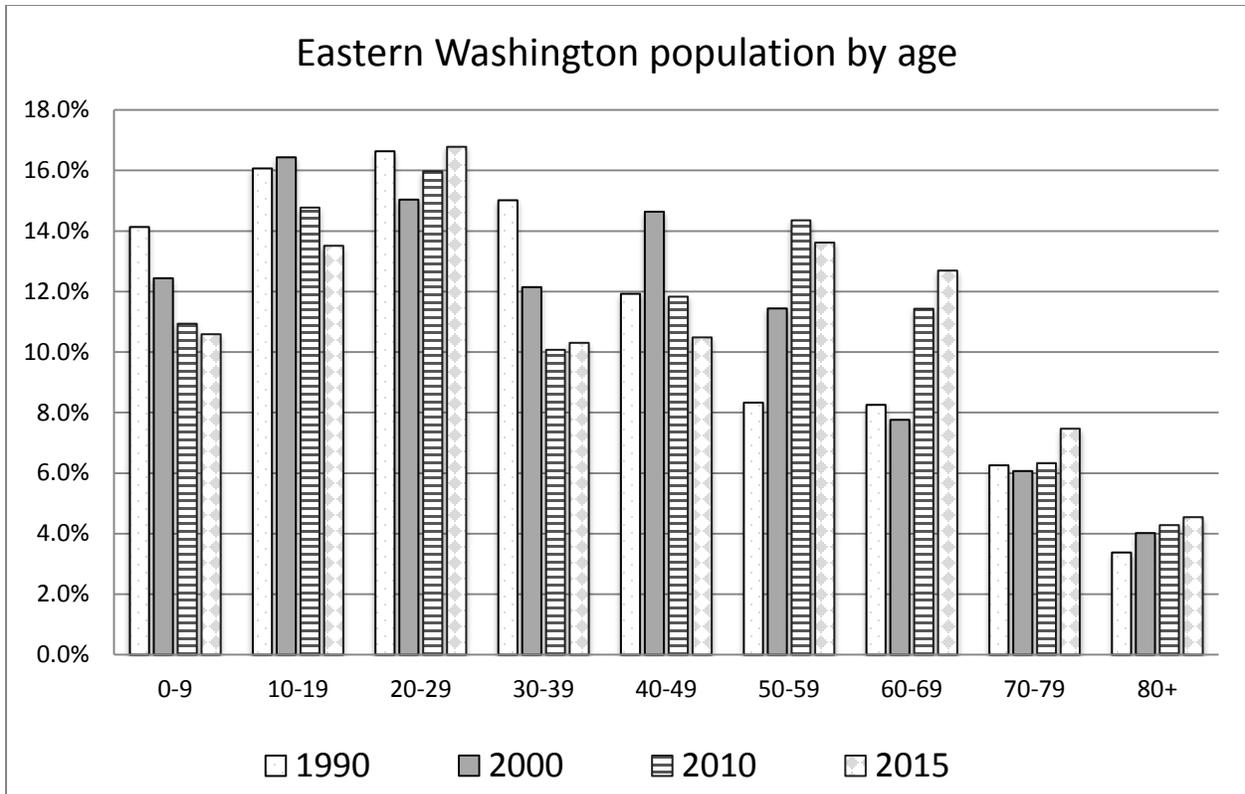
¹ Seattle Times, June 25, 2015

Density of Population and Population Growth WDA 10				
	Area in sq. miles	Persons/sq. mile	Population	Growth 2010-14
Asotin	636.21	34.27	21,800	2.6%
Columbia	868.63	4.72	4100	-2.3%
Ferry	2203.16	3.47	7650	1.5%
Garfield	710.69	3.17	2250	-2.3%
Lincoln	2310.49	4.62	10,675	-3%
Pend Oreille	1399.99	9.39	13,150	-0.1%
Stevens	2477.76	17.68	43,800	0.3%
Walla Walla	1270.13	46.85	59,500	1.8%
Whitman	2159.09	21.31	46,000	4.6%
	14,036.15		208,925	
WA State	66,455.52	101.2	7,061,530	5.0%

Source: Washington State Office of Financial Management (OFM) Data Book and LMEA County profiles.

Declining population implies that fewer people are available to become part of the workforce. Potential business start-ups are cautious about opening up a company or factory in areas with diminishing populations for fear that there will not be a labor force to fill the needs. An example of this is a small but successful tech company, located in Edwall in Lincoln County that has encountered a shortage of potential employees due its remote location.² Lincoln, Ferry and Stevens Counties show negative or flat population growth. The median age for people in the nine counties is higher than elsewhere in the state. Many localities within the nine counties have become retirement communities. The relatively pleasant climate and low cost of living have proven to be factors that attract older citizens. In general, the population of younger people is not increasing at the same rate as it was in earlier generations.

² Margie Hall, Lincoln County Economic Development Council



Source: Employment Security Department LMPA Branch

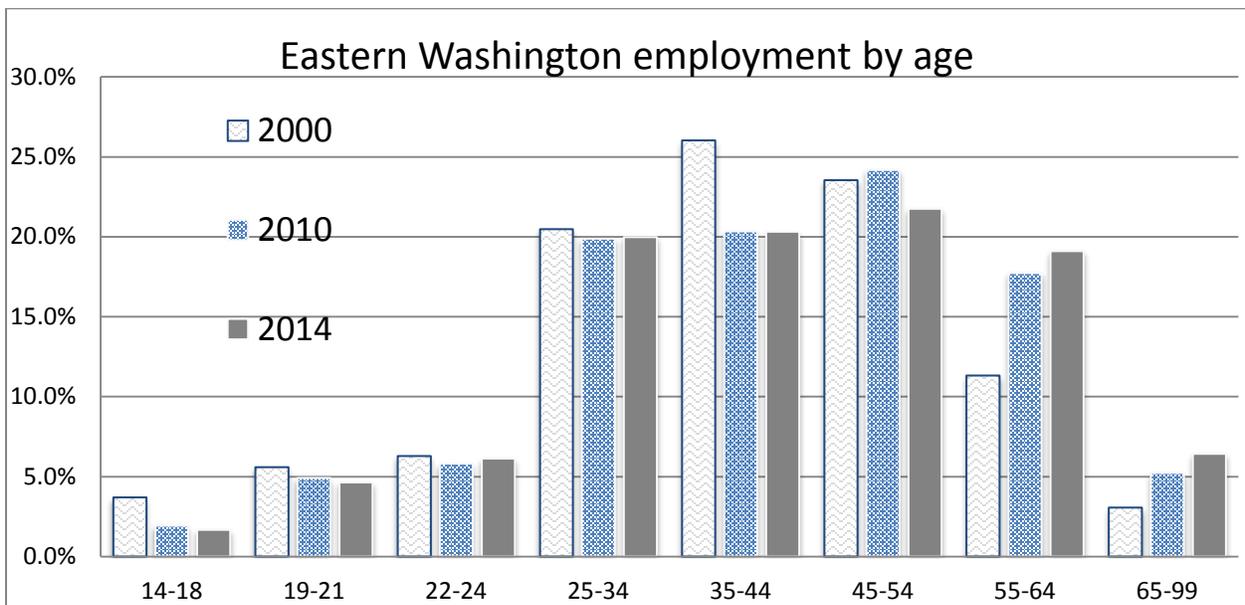
Eastern WA Counties Median Age 2015	
County	Age
Asotin	46.4
Columbia	51.0
Ferry	49.9
Garfield	51.1
Lincoln	49.1
Pend Oreille	50.0
Stevens	46.7
Walla Walla	37.6
Whitman	23.9
Spokane	37.7
WA State	38.1

Source: Office of Financial Management WA State Data Book 2015

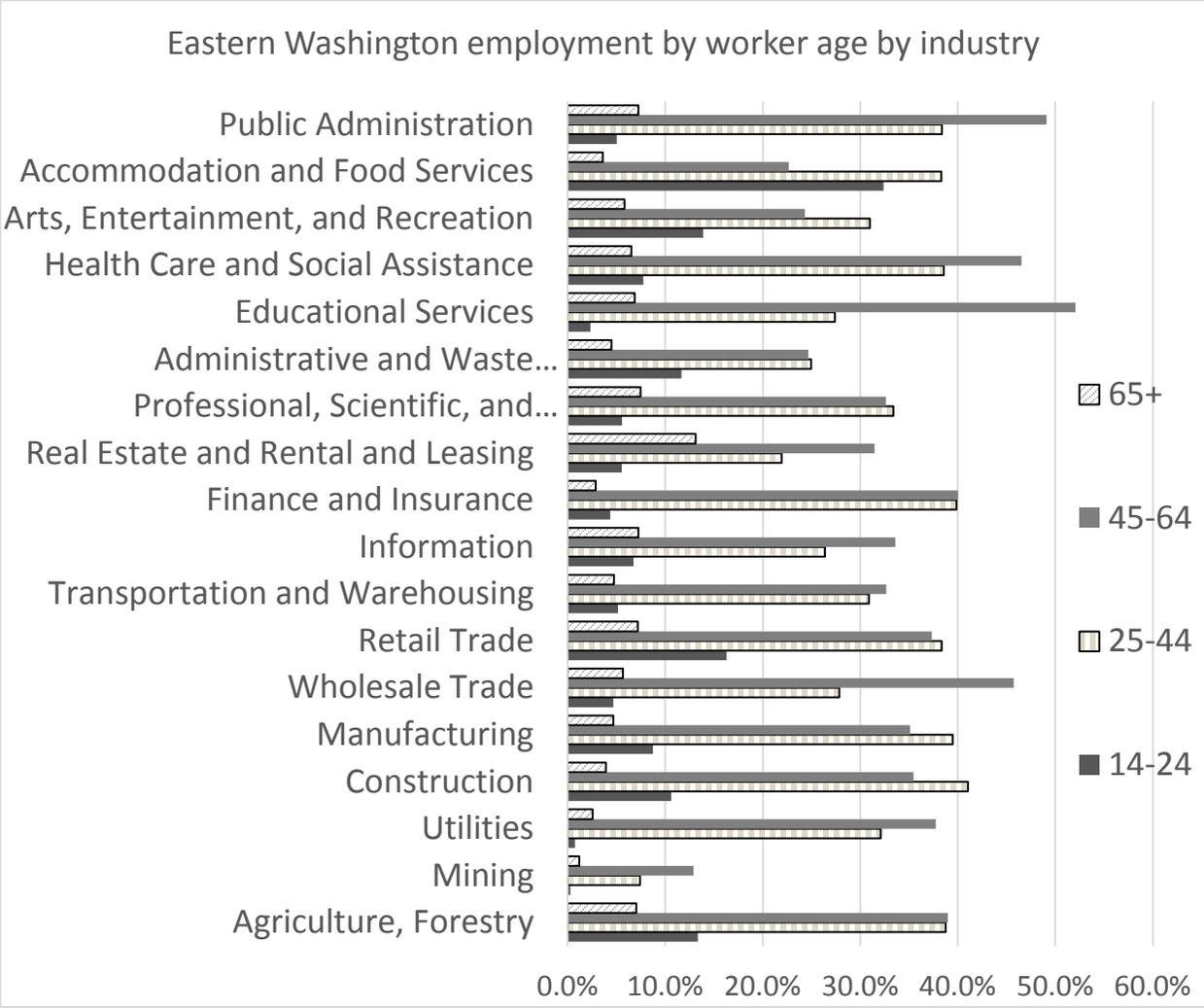
With regard to the workforce, all but Stevens and Pend Oreille Counties show the largest percentage of the workforce to be in the 55+ age group. Indications are that younger people are not moving in or participating in the workforce at rates that will sustain the business economy. A smaller percentage of the total jobs in 2014 were held by workers under the age of 25. Neighboring counties, especially Spokane, have had a steep increase in the younger worker

population, while the younger worker age group in the nine counties has remained flat or has decreased. The implication is that this group has gravitated to the larger areas from the rural counties in search of work. It will be necessary to train younger potential workers in order to retain new workers and re-energize local economies. Since the recession, older workers have tended to stay in the workforce longer for financial reasons, but with the improving economy many will retire within the next few years. A large percentage of the workforce commutes outside the counties for work, most to Spokane. In Columbia County the prospect of a new pulp plant will necessitate commuter travel from outside the county, likely Walla Walla.

The following charts were provided by Employment Security Department LMPA Branch.



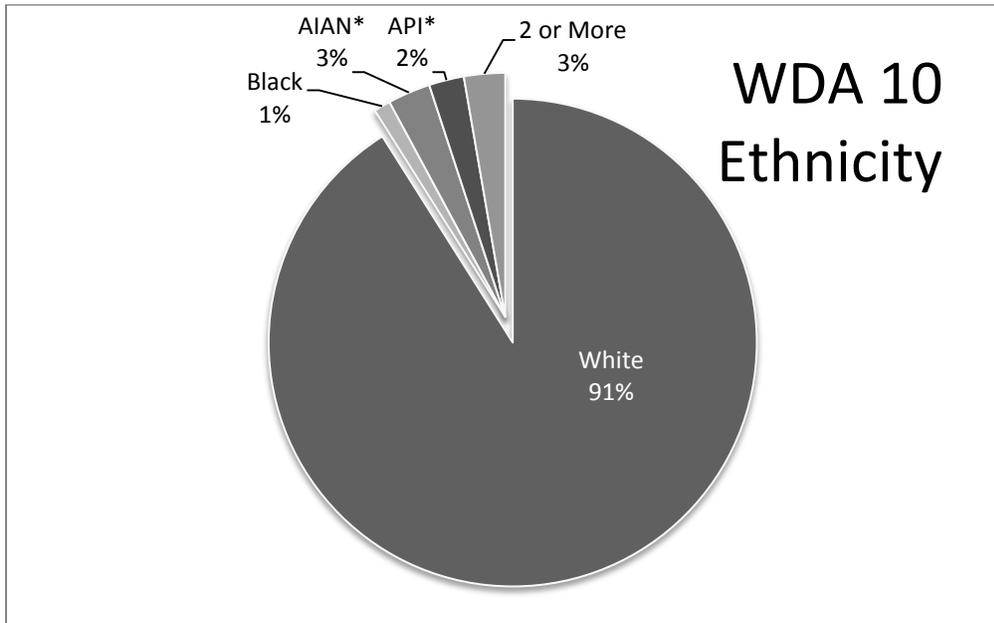
Types of industry somewhat dictates the age of workers. Jobs in natural resource extraction, construction and other physically taxing work tend to require younger workers who are more able to tolerate the rigors of physical labor.



The total number of people in the workforce of the nine counties is decreasing, and at the same time it is aging. Obviously, there will be a need for younger workers to fill positions vacated by retiring workers. While the older worker possesses proven workplace ethics, considerable experience with his or her occupation, and is a contributor to corporate knowledge, the younger worker brings increased technical skills and computer knowledge. Coupled with the retirement of older workers and an aging population, there will be an increased need for younger workers in all sectors of the economy.

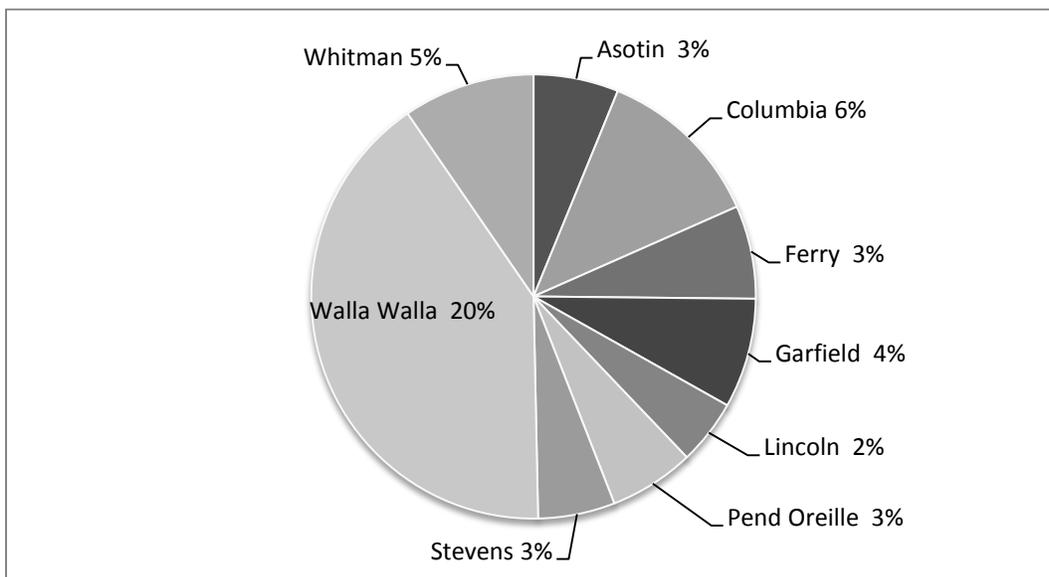
The largest percentage of the population is white. Hispanics make up a large portion of the population in Walla Walla and Columbia Counties. According to a study recently conducted by Walla Walla Community College, the region has realized a considerable growth in the Hispanic population within the past decade. The percentage is higher than that of the state. Seasonal agricultural employment initially attracted Hispanic workers to these counties, but expansion of full-time, year-round employment has provided opportunity for a more permanent Hispanic population. The Hispanic population is expected to continue its growth in Walla Walla corresponding with growth in the agriculture and tourism industries. There will be a greater

demand for English as Second Language programs along with job training and placement services for this group.



*AIAN: American Indian Alaska Native *Asian Pacific Islander

Percent of Each County Population that is Hispanic:



Stevens, Ferry and Pend Oreille Counties have a significant Native American population because the Spokane Tribe, the Colville Confederated Tribes and the Kalispell Tribe have reservations in those counties respectively. The census bureau considers this group by “race alone” or “in

combination with another race.” Ferry County is 16%, Stevens County is 6% and Pend Oreille County is 4% Native American. This is a relatively large percentage when compared to Washington State, which is 1.9%. The tribes provide many job opportunities for their members, particularly in the gaming and hospitality industries.

A number of immigrants from Russia and Ukraine have located across the eastern Washington counties. A significant percentage of those reside in Stevens and Walla Walla Counties. Many of these people were well educated in their homeland, in some cases having professional status. In their new country they need English as a Second Language (ESL) classes or tutoring to help them overcome language barriers to obtaining good jobs.

The National Center for Education Statistics (NCES) has produced estimates of the percentage of adults lacking *Basic Prose Literacy Skills (BPLS)* for all counties within the United States. The nine counties of the Eastern Washington Partnership range from 8% to 12% of the population that is lacking basic prose literacy skills.³ WIOA partners will assist in identifying these potential customers and Basic Education for Adults (BEaA) staff will be available to assist in helping to raise the skills of this population.

Percent of EWP Population Lacking in Basic Prose Literacy Skills by County	
County	Percent
Asotin	9%
Columbia	10%
Ferry	10%
Garfield	8%
Lincoln	8%
Pend Oreille	10%
Stevens	10%
Walla Walla	12%
Whitman	8%
Spokane	8%
WA State	10%

Between 16% and 20% of the population in the nine counties have some sort of disability.⁴ With DVR as a partner in the WorkSource one-stop system, the needs of this segment of the population will be addressed. DVR and WIOA staff will co-enroll WorkSource customers as appropriate to assist individuals with training and employment. The partnership will help to produce a better outcome for persons with disabilities. DVR is committed to working with other partners in the employer engagement activities.

³ <https://nces.ed.gov/naal/estimates/>

⁴ http://disabilityplanningdata.com/site/county_population_table.php?cntyname=Asotin&state=washington&submit=submit

General population growth determines the size and changes in the workforce. The minimal population growth of most of the area implies that there will be fewer people who will be part of the workforce in the rural counties.

Employment and Unemployment

The percentage of active labor force participants in the nine counties is less than the state as a whole. Unemployment rates are high, especially in Ferry County. Rural counties with a less diversified economy tend to have a higher unemployment rate. Counties that depend in large part on one sector, suffer when that industry sector is no longer in operation. This has occurred in Ferry County with the closing of sawmills and mines.

Comparison of County Workforce Information							
	Avg annual Wages	Med hrly wages	Per capita income	Emplmnt growth	Poverty rate	Largest % jobholder age	Num. in labor force
Asotin	\$32,483	\$16.06	\$38,078	2.1%	13.6%	55+	9730
Columbia	\$36,020	\$17.68	\$43,818	2.2%	17.1%	55+	1760
Ferry	\$37,489	\$18.14	\$30,114	Nil	20.7%	55+	2446
Garfield	\$40,464	\$17.99	\$36,332	-1.4%	12.1%	55+	961
Lincoln	\$33,545	\$17.91	\$42,746	Nil	14.2%	55+	4924
PendOreille	\$41,889	\$20.15	\$33,682	Slight +	13.4%	45-54	4659
Stevens	\$35,457	\$17.91	\$31,262	Increased	16.5%	45-54	17,921
WallaWalla	\$39,215	\$16.76	\$38,663	1.8%	17.8%	55+	28,268
Whitman	\$42,985	\$19.77	\$35,356	Increased	32.6%	55+	22,275
Spokane	\$42,650	\$18.90	\$38,712	Increased	15.4%	25-34	222,831
WA state	\$55,003	\$19.57*	\$47,717	Increased	13.4%	**	

*without King County - Including King County: \$22.09

**Washington State workforce age distribution is fairly evenly divided with approximately 22% in each age group: 25-34, 35-44, 45-54, 55+

Data provided from ESD LMPA County Profiles

Most of the nine counties have an aging workforce, which parallels the general population trend. The largest percentage of jobholders is in the 55+ age range. Whitman County was almost evenly divided in jobholder age percentages: 55+ = 23.4%, 25-34 + 21% and 45-54 = 20.6%.

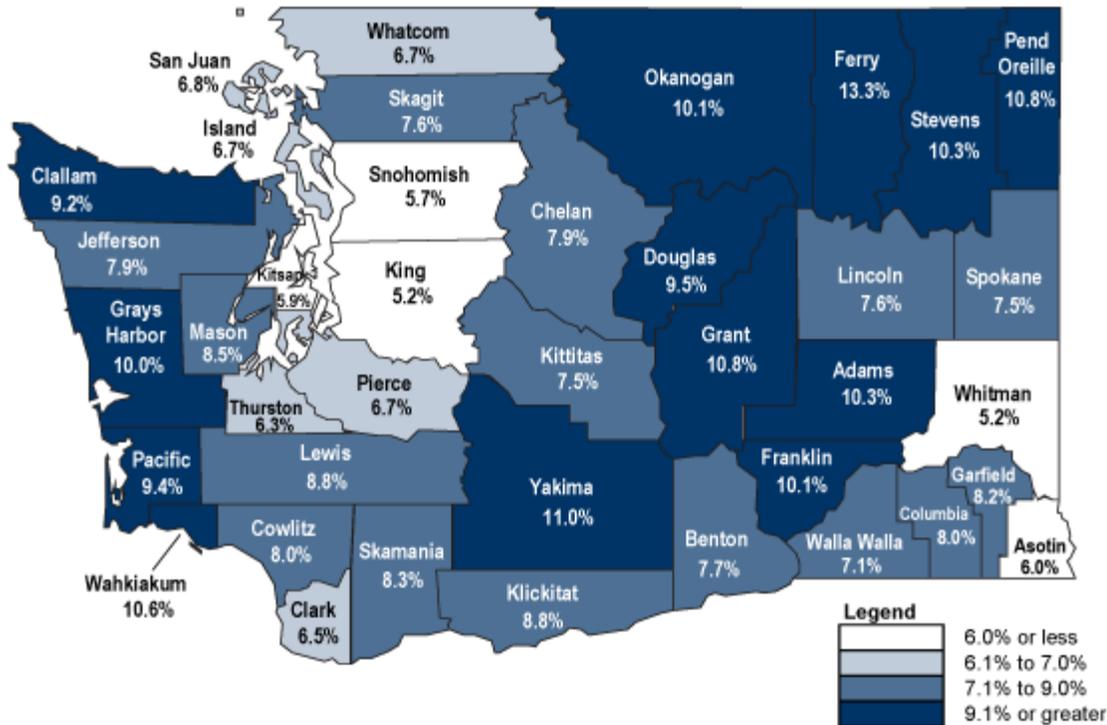
Personal income includes earned income, investment income and government payments such as Social Security and Veterans Benefits. Investment income includes income imputed from pension funds and from owning a home. Per capita income equals total personal income divided by the resident population.

By percentage the nine counties of the Eastern WDA have fewer people in the labor force than the state average. Ferry County has the highest unemployment rate and therefore the lowest workforce participation rate.

County Labor Force		
County	2014 percent of population in labor force	December 2015 Unemployment
Asotin	43.8%	5.0%
Columbia	44.1%	6.6%
Ferry	31.9%	11.2%
Garfield	43.3%	7.0%
Lincoln	48.0%	6.3%
Pend Oreille	35.8%	9.4%
Stevens	41.0%	9.0%
Walla Walla	47.2%	6.4%
Whitman	47.5%	4.5%
Spokane	46.0%	6.5%
WA State	50.1%	5.5%

Historically, unemployment rates have been high in several of the Eastern Washington counties. With recovery from the great recession, unemployment rates have dropped for most of the counties. With more people becoming employed it becomes more difficult for businesses to find workers to fill vacant positions. Full employment indicates a stronger overall economy, but a worker shortage may ensue when there are fewer people available for work.

January 2016 unemployment rates
Preliminary statewide rate 5.8%, seasonally adjusted
Preliminary statewide rate 6.5%, not seasonally adjusted
County rates not seasonally adjusted

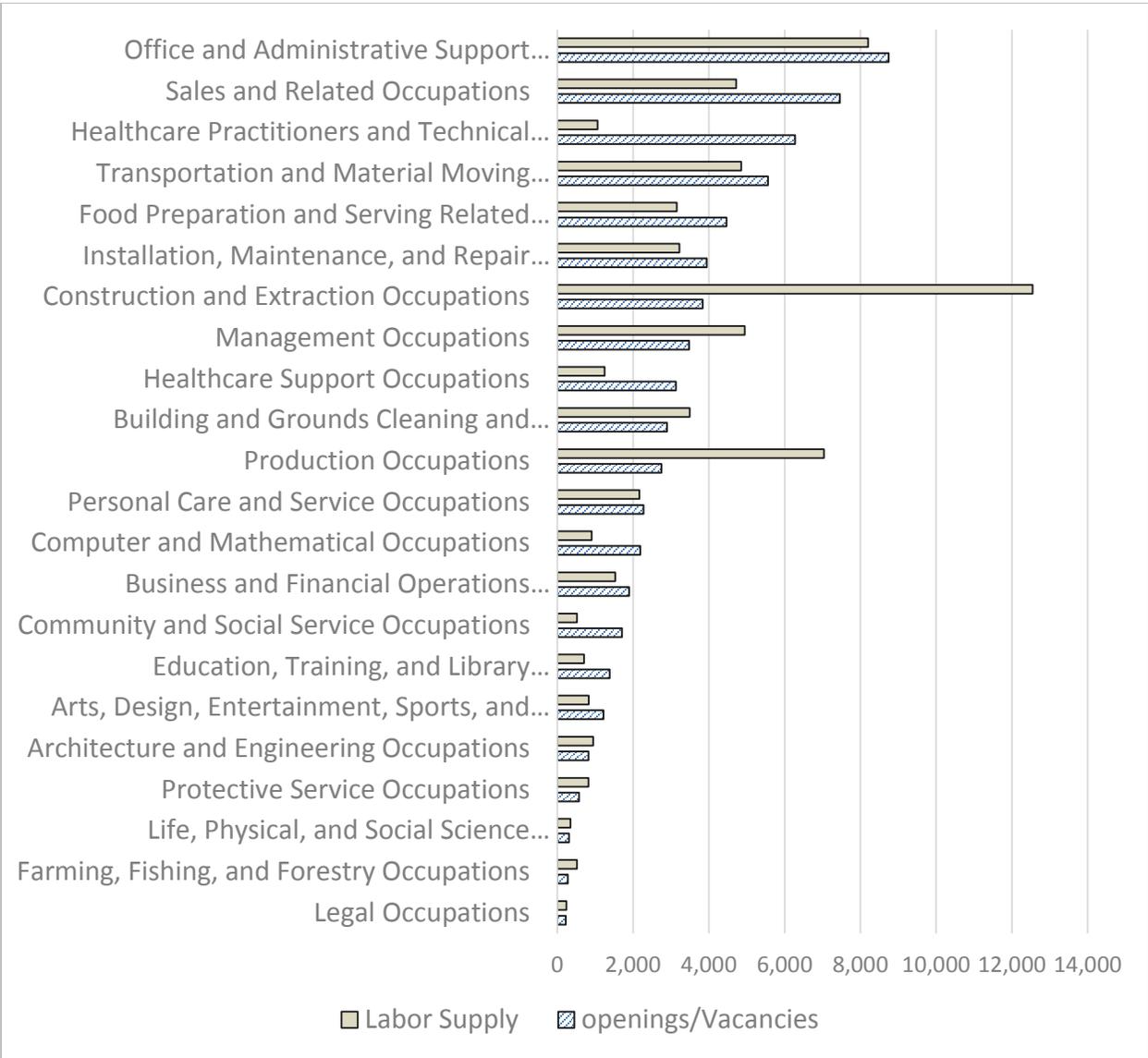


Ferry County traditionally has a high rate of unemployed. It will likely become an increasing problem with the upcoming closure of the Kinross Gold mining operation. Mining has been the single most important industry in the county for the past few years. The closure of this facility in 2016 will mean that more than 200 jobs directly linked to the mine will be lost. Supporting businesses will be affected as well. With no other significant employers in the county, there will no doubt be a significant spike in unemployment rates.

Seasonal employment provides work for some workers in agriculture and the timber industry. Seasonal agriculture work is often low paying and may not lead to an abundance of living-wage opportunities. The unemployment rate fluctuates accordingly.

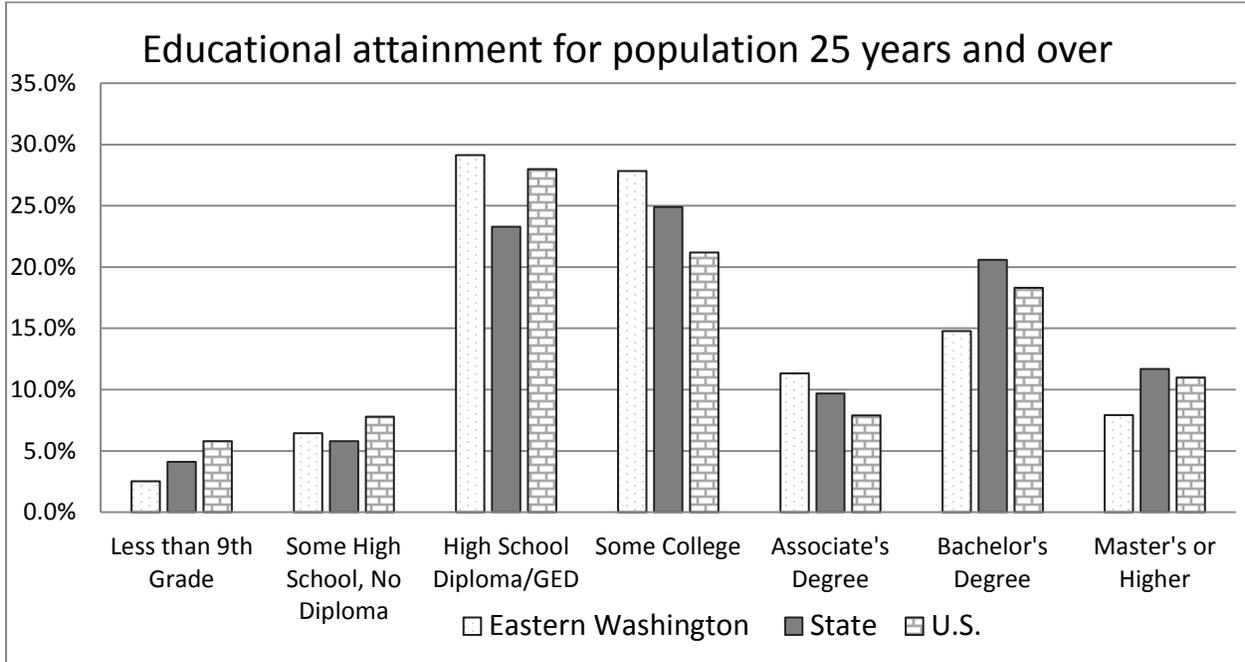
The following chart illustrates employer needs and workforce availability. It is interesting to note that the construction sector implies that there are many more workers than there are positions to fill. Anecdotally however, employers in the building trades report that they have many openings that they can't fill because many of the applicants do not possess the specific skills that employers require.

Eastern Washington WDA Gap Analysis by Occupation



Education of the Workforce

The majority of WDA residents has attained either a high school diploma or has attended some college. Fewer have an Associate’s degree. Very few have less than high school when compared to the remainder of the state or the U.S. In terms of education, the WDA as a whole has a lower percentage of people with advanced degrees than does the state. (With the exception of Whitman County, location of Washington State University).

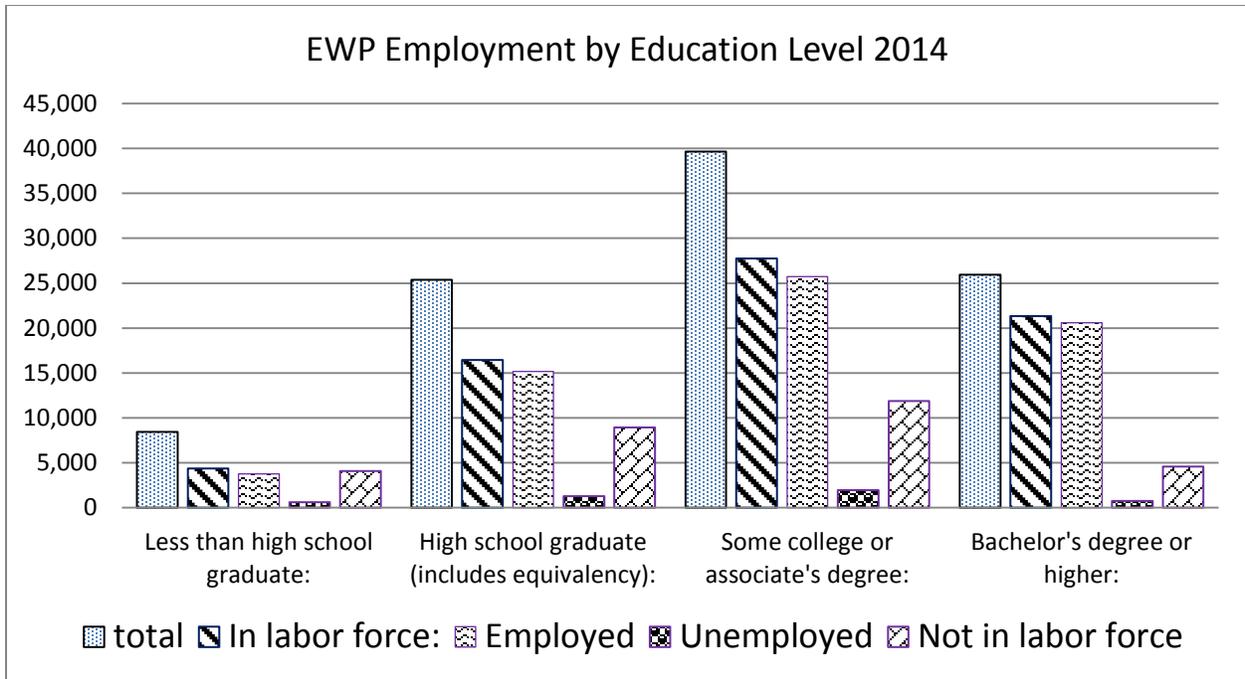


Information from ESD LMPA Branch based on U.S. Census, American Community Survey 2014

The relatively low number of people who have attained Associate’s degrees is a similar pattern as the state and the country. There is great need to encourage more students to consider this level of education. According to the National Skills Coalition, “Middle-skill jobs, which require education beyond high school but not a four year degree, make up the largest part of America’s and Washington’s labor market. Key industries in Washington are unable to find enough sufficiently trained workers to fill these jobs.”⁵ For Washington State, in 2012, 50% of all jobs were middle skill, 15% were low-skill and 35% were high skill. Eastern Washington educational profile parallels that of the state.

To some extent education predicts employment rates within the workforce. The following chart illustrates employment by education levels of the EWP population.

⁵ <http://www.workforcedqc.org/state-solutions/washington>



K-12 school district populations have decreased in the past 20 years. School districts are indicators of population changes. 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 (ESD) 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. Walla Walla is the largest district.

In some of the smaller school districts, curriculum offerings are limited, but schools are developing creative ways to provide vocational training with distance learning. Improved Internet connectivity in rural communities has increased the opportunities for students to study on line. 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 following page lists the K-12 school districts within the WDA and their student populations. Many of the districts within the area have declined in population in the past ten years.

The Curlew Job Corps Center is another partner in the workforce training team. Job Corps is a no-cost education and career technical training program administered by the U. S. Department of Labor that helps young people ages 16 through 24 with career technical and academic training. The center provides vocational programs like masonry, welding, forestry and medical office skills. GED preparation is available and teaching staff also assists students with high school diploma attainment.

School District Name	'97-'98	Oct-07	May-12	May-15	Notes	County
Almira	94	100	92	116		Lincoln
Asotin/Anatone	589	587	592	629		Asotin
Chewelah	1253	1083	859	854		Stevens
Clarkston	3010	2724	2675	2640		Asotin
Colfax	773	687	615	607		Whitman
College Place	852	821	809	1168	Thru 8th grade	Walla Walla
Colton	177	192	175	177		Whitman
Columbia	858	971	909	850		Walla Walla
Columbia	214	201	176	158		Stevens
Colville	2431	2124	2652	1828		Stevens
Creston	114	116	105	99		Lincoln
Curlew	296	229	221	204		Ferry
Cusick	340	278	274	263		Pend Oreille
Davenport	448	595	546	592		Lincoln
Dayton	670	530	469	431		Columbia
Dixie	38	22	25	26	Thru 6th grade	Walla Walla
Endicott	137	82	93	105		Whitman
Evergreen	31	9	19	21	Thru 6th grade	Stevens
Garfield	164	109	106	110		Whitman
Harrington	166	119	111	94		Lincoln
Inchelium	252	207	209	210		Ferry
Keller	48	35		27	Thru 6th grade	Ferry
Kettle Falls	854	824	950	906		Stevens
Lacrosse	153	148	87	72		Whitman
Lamont	41	32	18	33	Grades 6-8 only	Whitman
Loon Lake	156	255	240	234	Thru 6th grade	Stevens
Mary Walker	539	585	509	500		Stevens
Newport	1392	1154	1134	1078		Pend Oreille
Northport	214	208	245	254		Stevens
Oakesdale	176	119	100	111		Whitman
Odessa	340	230	218	229		Lincoln
Onion Creek	58	36	44	39	Thru 8th grade	Stevens
Orient	98	52	366	84	Thru 8th grade	Ferry
Palouse	275	203	188	166		Whitman
Pomeroy	451	364	326	316		Garfield
Prescott	271	229	360	324		Walla Walla
Pullman	2159	2290	2507	2684		Whitman
Reardan-Edwall	613	698	632	592		Lincoln
Republic	539	424	354	324		Ferry
Rosalia	262	248	208	193		Whitman
Selkirk	423	329	253	239		Pend Oreille
Sprague	120	97	77	70		Lincoln
St. John	208	205	164	155		Whitman
Starbuck	33	31	27	22	Grades 2-7 only	Columbia
Steptoe	43	40	31	38	Thru 8th grade	Whitman
Summit Valley	72	90	137	73	Thru 8th grade	Stevens
Tekoa	218	207	194	201		Whitman
Touchet	254	310	260	246		Walla Walla
Valley	162	570	1523*	734	Thru 8th grade	Stevens
Waitsburg	380	347	326	300		Walla Walla
Walla Walla	5846	6143	6353	6110		Walla Walla
Wellpinit	341	556	576	400		Stevens
Wilbur	318	252	268	285		Lincoln
Total	29964	29097	28884	28221		

Two community college systems serve WDA 10. Walla Walla Community College catchment area includes Walla Walla, Columbia, Garfield and Asotin Counties. Community Colleges of Spokane includes Stevens, Pend Oreille, Ferry, Lincoln and Whitman Counties in its service area. Students in the outlying counties have limited choices for course work unless they are willing to locate in Spokane while attending school. The biggest challenge for residents of the rural area is the inconvenience of traveling or moving to college centers to pursue their educational goals. Many courses are offered on-line or via ITV, so students are able to get a basic post-secondary education via these service delivery systems.

Knowledge and skills needed to meet employment needs

Education levels average less than the state as a whole. Typical jobs in the local manufacturing sector require some amount of specialized training, but higher educational degrees have not been required historically. With manufacturing processes becoming more automated and technology dependent, workers will need to upgrade skills to keep up with the computerized aspects of many jobs.

Manufacturing and healthcare are the sectors that stand out most prominently as in-demand, and certain occupations within these sectors require some degree of advanced training. The knowledge and skills needed for these jobs will be the subject of planning groups to be formed within the next year. At the entry level, nurse aides and medical assistants are in demand in rural facilities. Training for these can be provided by local agencies or community colleges. The next rung up the career ladder, and very much in-demand, are registered nurses.

Part-time educational opportunities can be an attractive training alternative for rural residents who are reluctant to move or travel a long distance to pursue longer-term training programs. Local and/or on-line nurse training would be welcomed by healthcare providers in the more rural counties. In the manufacturing sector there is a shortage of entry level workers as well as those with advanced skills. With the rapid expansion of metal manufacturing, there is an increasing need for these workers. Planning with manufacturers and vocational training schools will be a strategy to prepare local workers for the many jobs that are available. Welders, precision machinists, Programmable Logic Controllers (PLC) are examples of the types of workers that are needed.

The two community colleges within the area will provide the “middle-skills” training that is required for the in-demand occupations. An advanced manufacturing program is currently in development at Walla Walla Community College. Both community colleges offer 2-year nursing courses. Nursing programs are notoriously limited in the number of students that are allowed into the programs. There are long waiting lists of prospective students who wish to receive this training. It is hoped that nursing and allied health occupational training will be expanded to serve a greater number of persons in rural counties.

Workforce Development Activities

The area workforce development activities include WIOA adult, dislocated worker and youth programs; adult education and literacy; labor exchange; vocational rehabilitation services and veterans services. In several of the counties adults and dislocated workers rely heavily on on-

the-job training. Participants are matched with employers on a one-to-one arrangement. This works particularly well in the counties where formal classroom training is not readily available. The job match is fine-tuned to meet both employer and employee needs.

In the more populated parts of the WDA some formal training is provided to participants by WIOA contractors. Nurse and nurse aide training, instruction in manufacturing skills and truck driving are examples of courses that are offered at community colleges and private training institutions. The difficulty with classroom training is that it cannot always be delivered area-wide. It is most effective in the parts of the WDA where the population is greater and training facilities are close by. Local employers have voiced the need for advanced manufacturing skills training, which will improve the abilities of the labor pool that is needed in the growing metal manufacturing sector. Walla Walla Community College has responded to this need by offering classes in this field. The college's programs in Clarkston will be expanded in 2017 with the construction of its facility there, which will offer manufacturing and entrepreneurial training programs.

Youth activities include internships and work experience. Successful worksite placement results in youths learning good work habits and also gives them some work experience for their resumes. Reduced funding has shortened the time that youths can be placed in training activities. The opportunities to provide group workshops for youth are limited by the expense and time it takes to transport youth to central locations.

The long distances to hubs of services create transportation challenges for many potential clients; consequently, outreach is fundamental to the successful delivery of program services. One-stop offices and satellite sites are located in Walla Walla, Colville, Newport and Clarkston. From these offices, staff makes regular visits to neighboring counties to meet with employers and job seekers. They assist in matching workers to available jobs. On-the-job training works well for many individuals in this situation who obtain work with local businesses that requires short-term specialized training. Incumbent worker training has also been a successful model for improving skills on the job with the goal of moving current workers up the career ladder.

Adult Literacy, Division of Vocational Rehabilitation and Wagner-Peyser staff is located within the one-stop center. Representatives of each of these agencies also travel to and provide outreach services to outlying areas. The co-location of these entities makes for good communication and cross-referrals between programs. Two community college districts are partners with the WDC in providing formal training for participants. Walla Walla Community College, with its main campus in Walla Walla, also maintains a center in Clarkston. Community Colleges of Spokane maintains centers in Colville, Newport, Ione, Inchelium, Republic and Pullman. The colleges provide academic and vocational training to participants both on site and with online delivery options. The WDC has successfully partnered with the colleges to provide training in wind technology and nursing. The Curlew Job Corps Center is another partner in the workforce training team. Serving youth with vocational programs the center also provides GED preparation and assists students with attainment of high school diplomas. Strong collaboration between partners that know each other well makes it easier to be responsive to training needs.

There are several economic development organizations throughout the nine counties. The agencies funded through the federal Economic Development Agency include the Tri-County Economic Development District, the Southeast Washington Economic Development Agency and the Port of Walla Walla. These three entities serve as State-funded Associate Development Organizations for most of the counties in the WDA. In addition, the Pend Oreille County Economic Development Council and the Lincoln County Economic Development Council are the ADOs in those two counties.

In rural regions like Eastern, coordination between the economic development agencies, the WDCs, the workforce development service providers and the colleges is very important. Each of the entities operates with limited resources, so coordinated working arrangements are crucial to leveraging the services that each can offer. The WDC Director, the WDCs and other board members, county commissioners, educators, and workforce development professionals sit on the boards of the various economic development entities and vice versa. Economic development agencies participate directly with the WDC as well as employer committees. A Port of Walla Walla employee is the Chairman of the Walla Walla Community College Workforce Advisory Board. Staff from the various EDCs has been active on industry skills panels throughout the region. The purpose of skills panels is to design and plan for the improvement of the area's workforce, and each of the entities can contribute its expertise to that work.

There is close coordination between the EDCs, the WDC and the WorkSource system when new or expanding business opportunities emerge. The EDCs can bring capital to the companies through their own lending programs or State and federal funding depending on the situation. WorkSource staff can provide the initial labor market information that a company may need as well as offer tailored recruitment and referrals. WIOA service providers can offer on-the-job training. Colleges can design customized training or offer training to potential employees from existing programs.

Refer to Attachment C for examples of how this coordination works.

Services, Service Providers and Partnerships

Services Include:

- Youth, adult and dislocated worker employment and training services funded by WIOA Title I
- Adult and family literacy services funded by WIOA Title II
- Public employment services funded by Wagner-Peyser Act, WIOA Title III
- Vocational rehabilitation service as provided by the Rehabilitation Act, WIOA Title IV
- WorkFirst services for DSHS TANF recipients
- Veteran's Outreach Services
- Carl Perkins vocational training
- Title V Community Service Employment for Older Americans
- Trade Act
- Worker Retraining

The local workforce development partners include:

- Non-profit organizations that provide job training, literacy or work-related training
- Washington State Employment Security Department
- WorkFirst program partners DSHS and ESD
- Community college systems, vocational, technical and academic instruction
- Job Corps, center located in Curlew, WA
- Basic Education for Adults (BEaA) staff and community college partners
- Vocational rehabilitation program administered by DSHS Division of Vocational Rehabilitation (DVR)
- Secondary education, including vocational and technical training
- Migrant and Seasonal Farmworkers
- Opportunities Industrialization Center (OIC)
- Goodwill Industries
- Employer-sponsored training (OJT, internships, incumbent worker)

Rural Resources Community Action and Blue Mountain Action Council (BMAC) deliver the WIOA -I programs in the nine county area. Rural Resources serves seven of the nine counties from its Colville, Newport and Clarkston offices. Blue Mountain Action Council serves Walla Walla and Columbia Counties. Both non-profit agencies provide career training services for adults and youth. The Colville office is co-located with the state Employment Security Department (ESD), and the Department of Vocational Rehabilitation. WorkSource Walla Walla is a full service One-stop office. Newport, Clarkston and Pullman are connecting sites for the One-stop system. The ESD staff provides Wagner- Peyser labor exchange services and Dislocated Worker services. Long Term Unemployed, Job Driven and Sector Partnerships are three specialty contracts that are contracted to ESD staff. Rural Resources serves clients on an itinerant basis in northern Ferry County, northern Pend Oreille County and Lincoln County. Clients are served through individual appointments in these locations.

WorkFirst, the state welfare-to-work program, assists Temporary Assistance to Needy Families (TANF) participants to prepare for, find, and maintain employment. ESD staff in the Colville and Walla Walla offices provides workshops, skills training, pre-employment training, and management of client workforce development activities. Program staff travels to Newport weekly and Republic on an on-call basis to serve WorkFirst clients.

The Department of Vocational rehabilitation (DVR) is co-located in both of the full-service One-stop offices, and maintains an office in Clarkston. The Walla Walla office has one counselor who serves Walla Walla and Columbia Counties. It is supervised from the Tri-Cities. The Clarkston office, with three staff persons, serves Asotin, Whitman and Garfield Counties. Stevens, Ferry and Pend Oreille Counties are served by two staff members from the Colville office. Half of Lincoln County is served by staff from Spokane. As with other employment and training programs, it is often necessary for staff to travel to outlying areas to serve clients. DVR provides employment-related services to individuals with disabilities who want to work but need assistance. A DVR counselor works with each individual to develop a customized plan of services. The DVR Area I manager is a member of the Workforce Development Council.

Community Colleges of Spokane (CCS) has satellite campuses in Colville, Newport, Ione, Inchelium, Republic and Pullman. Course offerings at the outlying centers are somewhat limited. The college provides academic and vocational training to participants both at center sites and with alternate delivery options, such as distance learning ITV systems. In the past, the WDC has partnered with the community college to provide specialized training in nursing, aerospace basics and electricity basics. Walla Walla Community College (WWCC) offers academic and vocational programs in Walla Walla and the Clarkston center. The WDC has partnered with WWCC in the past to provide corrections officer training, and training for wind energy technology and nursing. Both colleges have staff that actively participates with the other WorkSource partners. Discussions are ongoing about addressing employer needs for up-to-date training in current in-demand occupations. Rural Resources' staff in Clarkston helps to fund some nursing students in the WWCC-Clarkston nursing program. WWCC has responded to the growing needs of manufacturers in Asotin County who have an immediate need for workers who are competent in welding and other manufacturing skills. The college is currently expanding its Clarkston campus to include a shop area and a business wing. The new facility, called the Workforce and Business Development Center, will include programs in entrepreneurship, precision machining, electrical and energy systems.

Both CCS and WWCC offer vocational-technical programs that lead to certificates of completion and associate degrees. Both colleges actively participate with the WDC.

Basic Education for Adults (BEaA) services are provided by Rural Resources staff in partnership with the community college system. The northern branches of SCC offer formal classes for GED prep, while Rural Resources staff coordinates volunteer tutors to assist those who wish to work at their own pace. The final GED testing is provided at the community college. WWCC offers a GED prep program and High School 21+ program at the One-stop center. High School 21+ is a competency-based high school equivalency program for adult learners 21 and older who do not have a high school diploma or equivalency. Other courses including English as a second language and Spanish language GED, are offered on the WWCC campus, WorkSource Walla Walla and in Clarkston.

Employer-focused training is an important part of service delivery in the rural counties. In the more remote northern counties, the majority of adult training activities have been focused on on-the-job training (OJT). Staff meets with businesses throughout the WDA to offer employer services. OJT works well to serve customers on a one-on-one basis when a job opportunity arises with a local employer. Additionally, incumbent worker training has been successful when an employer has a need to provide employees with specialized short-term training. This enables workers within the company to receive employer-guided training that specifically meets the employer's stated needs.

Secondary education is represented on the Eastern WDC by a school district superintendent. The WDA includes 53 school districts within its nine counties. Career and Technical Education is an important part of curriculum at each school. Exploration of career options has become increasingly important for all students in the region. A new skills center is operating in Walla Walla. South East Area Technical Skills Center (SEA-TECH) operates as a cooperative school

drawing students from six local school districts: College Place, Dayton, Prescott, Touchet, Waitsburg and Walla Walla. BMAC has worked closely with this school as it administers the YouthWorks grant. The WDA has loose affiliation with the Spokane Skills Center, because students in Kettle Falls and Colville are learning and working under the Skills Center umbrella at the Colville Fish Hatchery. Youth training services are offered by the Curlew Job Corps, located in northern Ferry County. Vocational courses in the building trades, forestry and medical office are among the course offerings. The center offers basic education classes to assist students with achieving a high school diploma or preparation for GED testing.

The state Employment Security Department maintains a statewide Migrant and Seasonal Farm Workers (MSFW) program. The program provides employment and training services to agricultural workers. It also coordinates the supply of labor to the agricultural industry while helping MSFWs transition to stable employment. WorkSource Walla Walla has a MSFW staff person who provides services in Walla Walla, Columbia and Garfield Counties. All MSFWs who visit a WorkSource site are given a menu of various training options offered by WorkSource partners.

Opportunities Industrialization Center (OIC) provides services on an itinerant basis from its Pasco office. The OIC assists minorities and agricultural workers with the provision of health, educational and human services, and services to secure and provide affordable housing to eligible participants.

The Walla Walla County Veterans Center serves a large area of southeastern Washington, northeastern Oregon and parts of Idaho. After nearly losing the facility altogether a few years back, the center has been rebuilt and expanded. It offers a full array of services including a medical center; housing for homeless vets, spouses and families; drug and alcohol counseling; education; and a 100 bed nursing center and retirement home now under construction. In addition to services provided locally, Supportive Services for Veterans Families (SSVF) is a housing stability program serving veterans who are homeless or at risk of becoming homeless. Blue Mountain Action Council provides these services for WDA 10 southern counties as well as counties in Oregon and central Washington. Goodwill Industries of the inland Northwest provides these services for Stevens, Pend Oreille, Ferry and Lincoln Counties. Using a “housing first” approach, SSVF is able to assist over 400 veterans each year with outreach services, case management, assistance with obtaining VA benefits and employment search services. Teams provide outreach in parks, wooded areas, shelters, and any other places they can find to build relationships with veterans who are homeless, and help them connect to the SSVF program.

Goodwill Industries is now located in the One-stop office in Walla Walla. Goodwill provides facility-based training services for individuals with disabilities. Program participants receive job-skills training at a Goodwill retail store. Each participant develops an individual plan to measure progress leading toward attaining the skills necessary to move to community employment.

Primary WIOA Service Providers

Blue Mountain Action Council: BMAC, a non-profit social service organization, has been a successful provider of employment and training services for the Walla Walla and Columbia Counties for many years. In Walla Walla, BMAC recently participated in a community-wide

needs assessment. Community leaders focused on “what a community looks like when youth are successful.” As a result, a grant was secured and a task force was formed called the Successful Youth Initiative.” BMAC’s role will be to help with youth employment placement. Additionally, a Youth Works grant enables BMAC to place youth into internships with employers that match the youth’s career goals. Funds for adult programs have been significantly reduced, but BMAC uses what funds it has for OJT and some classroom training. The penitentiary staff has called on BMAC to assist recently released offenders in the Successful Transition and Re-entry (STAR) program. They assist these individuals with job training, work search and job retention skills.

Rural Resources Community Action: Rural Resources is a non-profit social service organization that provides many and varied services for seven counties of the Eastern region. The Employment and Training division works closely with ESD, sharing office space. In addition to WIOA youth and adult programs, Rural Resources houses the local basic education for Adults program. Many other programs operate under the Rural Resources umbrella that partner well with employment and training, including transportation services, low income housing program, energy assistance, Head Start and food assistance.

Employment Security Department (ESD) The state Employment Security Department operates full service WorkSource offices in Walla Walla and Colville. There are connection sites in Newport, Clarkston, Pullman and on the campus of Walla Walla Community College. Services for the other counties are provided on an itinerant basis. In addition to in-person office sites, WorkSource provides services on line via the state web site. Services include unemployment insurance information, job search assistance, resume and cover letter support, job search workshops and employer job listings.

Coordination of Transportation and/or Other Support Services

Every county has some sort of public transportation funded either by the state or local taxation. Services vary depending on needs, but typically there are fixed routes and deviated routes to serve people with special needs (as defined by ADA). Special Mobility Services are provided for Medicaid recipients by private entities that contract directly with Medicaid. Intermodal services make it possible for residents to connect with other areas’ transportation services. All counties also have some form of volunteer driver services, usually arranged by a private agency. Walla Walla, Asotin, and Whitman Counties are those that have buses running throughout the day.

Cross-Regional Cost Arrangements

While there is no cost-sharing of actual dollars in the cross-region, at times there is resource leveraging through the use of staff that may travel between Spokane and the other counties to deliver services or training.

Regional Performance Negotiation and Evaluation

The WDC Director is a participant on the state-wide WIOA performance workgroup. The workgroup meets on a regular basis to consider both historic and current data as it considers targets for each of the WIOA measures for the coming year. Initial targets are proposed as a starting point for each of the WDAs. The Director consults with the service providers during this process and reports out to the WDC on the progress of the negotiations. During PY 15 the performance measures are the same as they were under WIA. PY 16 will be the first year when the new WIOA measures are in place. Since the measures will be different than they have been in the past, and because the Department of Labor has not yet finalized WIOA regulations, the first year or two using the new measures will not be as predictable as in the past. There may need to be significant adjustments to PY 16 and PY 17 after reviewing the outcomes and the newer service delivery models.

Regional/Cross-Regional sector strategies are depicted in Attachment B of this document. Please refer to the matrix in that section.

Cross Regional Partners

Eastern Washington Partnership Workforce Development Council will coordinate its planning efforts with the Spokane Area Workforce Development Area. The two areas will take the opportunity to work together in planning workforce development strategies that address common industry sectors, namely manufacturing and healthcare. This opportunity was chosen because both WDAs have emerging labor shortages and predicted future need in these two sectors.

For purposes of managing federal budgetary matters, the United States Office of Management and Budget (OMB) includes Stevens and Pend Oreille Counties in the Spokane-Spokane Valley Metropolitan Statistical Area (MSA). Whitman County is designated by the OMB as a Combined Statistical Area with Spokane. With three counties assigned to Spokane in this manner it is logical to build partnerships based on that connection.

Eastern Washington WDA surrounds Spokane County on three sides. The number of workers that are either going into Spokane to work or leaving Spokane to do the same on a daily basis is significant. According to the U. S. Census American Community Survey information compiled by the state labor economist, 6,638 people commute from the nine Eastern Washington counties for employment in Spokane.⁶ This is a greater number than commute to any other WDA in the region. Furthermore, 1,809 workers in Spokane commute into Eastern counties for work. The majority of these go to Stevens, Whitman, Lincoln and Pend Oreille counties. The percentage of workers who commute to Spokane from Stevens and Pend Oreille Counties is 35% and 27% respectively. Furthermore, demographic studies indicate that population has declined from Eastern counties, especially among the prime working age group of age 25 – 55. At the same

⁶ Residence County to Workplace County Commuting Flows for the United States and Puerto Rico Sorted by Residence Geography: 5-Year ACS, 2009-2013

time that population group has increased in Spokane, implying that rural county residents are finding work in and moving to Spokane.

Industry sectors in the two WDAs parallel each other. According to a recent LMPA Labor Gap analysis for the Spokane MSA, Healthcare Practitioner and Technical occupations and Healthcare Support occupations show the largest percentage of need for workers. Spokane is a vital healthcare hub for the entire region. It is also a very important manufacturing center, and occupations in that sector represent a strong cluster in the Spokane MSA. Healthcare and manufacturing will be two sectors where the two WDAs will find common reason to plan together for future workforce development.

Spokane is the major distribution hub for the counties of Eastern Washington. Manufactured goods such as lumber, boats, stoves, are sent by rail or truck to Spokane for further distribution to the rest of the country or to coastal ports for overseas shipment. Conversely, materials and goods are amassed and warehoused in Spokane for dissemination to the outlying counties. This may include building materials and raw materials for manufacturing. From this hub it is widely transported to sites across the counties.

The Community Colleges of Spokane have campuses throughout the six-county region. Spokane Community College has developed vocational programs in both healthcare and manufacturing outside of Spokane County over the years. It has also cooperated with community colleges' Centers of Excellence to enable the provision of distance-learning training opportunities for very small cohorts of students in very rural areas in healthcare and energy programs. These programs would otherwise have been untenable due to the small number of students in each.

The leadership at the Employment Security Department, the Division of Vocational Rehabilitation, and the Department of Social and Health Services has responsibility for staff in both WDAs which will also be an advantage for both areas as comprehensive strategies can be developed that will serve to benefit businesses and job seekers in both regions.

The Spokane WDC has received foundation grant funding to conduct labor force analyses in the greater Spokane region including the surrounding counties. It published its initial study on the healthcare workforce in the summer of 2015. It has already initiated its next study which will be examining the current and future status of the manufacturing labor force.

Eastern is in the process of developing a sector panel to consider the workforce issues in healthcare in the rural counties. It has contacted healthcare providers who are interested in participating on a sector panel to identify the most pressing workforce needs and to develop strategies to address them.

The same is true in the manufacturing sector. While data on manufacturing growth in the nation is somewhat flat, the same is not true for the cross-region. There has been a steady increase in employment across the region, and it is predicted to continue. There is significant interest from manufacturing employers in the Lewiston–Clarkston area to address the skills gaps they are experiencing in their sector. The aforementioned WWCC training facility that is being constructed in Clarkston is an example of a strong response to the upcoming workforce needs.

Performance

As yet there is no baseline established for the work of the skills panels in the WDAs. Since there are no active panels yet, the baselines will be zero to start with. However, once the labor market analysis is presented to the panel members, they will decide the direction that they want to pursue. Such activities may include industry career fairs, teacher externships, student internships, development of short-term and long-term training opportunities, and pursuit of specific grant funding in support of the panels' priorities.

Cross-Regional Strategies

A key strategy will be to get the best labor market information that is available about the projected need for workers in the various occupations in the area as well as information about the projected skills gaps. It will be important to have enough employers involved to validate the research. They will be very important to helping to prioritize the most pressing needs. Active college representation on the panels will be critical to explore feasible options for addressing shorter and longer-term training needs. The WDC representatives will need to link with the cross-regional partners to consider ideas that may come from the panels in Spokane or Eastern that can be replicated effectively. There likewise may be an interest in occasional joint meetings between panels in both regions. The cross-regional partners will convene with representative members of selected industries to plan next steps for advancing and improving training options.

Skills panels have proven to be a successful method for bringing stakeholders together to identify and focus on given challenges and opportunities, and at the same time seek solutions to workforce training problems. Participants are chosen because they are key representatives of their industries and can articulate job demands and training needs to schools and service providers. Focus work has already been started in healthcare and manufacturing within both WDAs. This provides a foundation upon which the two areas can build further relationships.

Cross-Regional Goals, Achievements and Course Corrections

As stated above, the skills panels will begin by studying the data and developing a plan that links research with the higher interests of the panel members. As the plan is developed, measurable outcomes and timelines will be attached. Performance will be tracked and evaluated on at least an annual basis. The shorter-term targets will be achieved during the first two years. Others, those such as establishing new training programs and having individuals complete them, will be longer-term. Staff from the lead convening entities will be responsible for bringing progress reports to the panels. It will be up to the panel participants to determine what sort of mid-course correction is necessary.

Funding

A variety of funding may be used to support the cross-regional effort. Sources will include the Sector National Emergency Grant, WIOA I-B funds, and funding from employers in the selected sectors. Funds will be used to support training and other activities such as career fairs and teacher in-service experiences. There are no plans to transfer funds between regions at this time. There is a likelihood that the partnership will jointly leverage new resources as funding opportunities arise.

Evaluation of Partnership

The leadership team comprised of WDC staff, board and industry representatives, will assess progress on an annual basis. The most telling indicators of success will be the continued participation by panel members, the activities that occur as a result of the effort, and additional funding or programming that occurs as a result of the cross-regional partners' work.

PLAN GUIDELINES SECTION III

LWDB COMPONENT OF PLAN

Board Performance

The Eastern Washington Partnership WDC has always operated in a manner that is focused on actively engaging its members. The board has four committees that meet approximately two weeks before board meetings. Minutes of all committee meetings are recorded and distributed to board members at least a week before the full WDC meeting. This allows members to have time to review the documents prior to meeting and to be more prepared when presentations are made by the committee chairs during the meeting.

The Quality Assurance Committee reviews the ongoing progress of the WIOA service providers in enrollments, expenditures, and outcomes against each of the federal measures. These documents are presented to the full board so it is aware of the contractors' performance. It provides the opportunity to discuss what is going well and where improvements need to occur. In addition, there is a WorkSource report that provides both analytics on all of the WorkSource services as well as updates on ongoing or upcoming initiatives. An Employment Security Regional Economist provides current labor market information including projections on occupations in demand and skills gaps that are beginning to occur or are likely to do so in the future. This report helps board members identify where changes in program focus may need to occur.

Eastern has nine counties in its jurisdiction, and the local elected officials are very attentive to the work of the Council. They meet jointly with the WDC and are fully involved in all discussions and decisions that are made at the Council meetings.

Board Resource Strategy

The board has used its resources wisely over the years to target the types of programs that effectively allow its service providers to achieve the outcomes that are identified in the board's strategic plan. There have been specific initiatives that were funded that helped to launch programs that were particularly important. Such initiatives included the funding of healthcare and manufacturing skills panels, startup funding for programs like the wind technician, the practical nurse and a registered nurse program. Funds have been targeted to address its goals in the youth programs including initiatives with the Job Corps, alternative high schools, and college programs that are intended to get older youth lacking high school diplomas to reengage with the education system and pursue either a high school diploma or GED. The board has funded incumbent workers for training in both healthcare and manufacturing where there were opportunities to increase the skills of workers and expand the opportunities for businesses in particular instances.

Please see Attachment D where the **Workforce Development System** is outlined. Also note that details of services, providers and other aspects of the system are further explained in the section of this plan entitled **Services, Service Providers and Partnerships**. Goals, objectives

and strategies for enhancing partnerships and expanding service coordination under WIOA are described in the **Vision and Goals** section at the beginning of this plan.

Each of the WorkSource partner programs offers its particular services that, when integrated with the others, provide a comprehensive system to serve job seekers, employers, young people, people seeking training, and targeted groups with special needs. WIOA's intent is to further increase service integration by prescribing common performance measures for the core programs in the WorkSource system.

Blue Mountain Action Council and Rural Resources are community-based organizations that provide a variety of services that meet the needs of both in-school youths as well those that are out-of-school. Services include placements at both public and private work sites and offer work experience opportunities as well as internships that are focused on the individuals' particular career interests. Both agencies work with DVR to prepare secondary students in transition (18-21 years old) with work experience and job readiness activities. Rural Resources also partners with the Curlew Job Corps to support basic skills training, which is necessary for students in order to enter the high school completion program at the Center.

Rural Resources and Blue Mt. Action Council provide both WIOA adult program services and the Community Jobs programs to assist low-income adults to obtain the work readiness and job-specific skills training to obtain and retain employment. They offer support and follow-up services as necessary to help ensure successful outcomes for the program participants. DSHS in the southern five counties is offering services to address the needs of TANF recipients who are experiencing generational poverty as young, single parents. Staff is working with the young parents as well as with their parents and grandparents to provide a whole family approach to helping the parents and their children to improve their families' financial well-being.

The Division of Vocational Rehabilitation (DVR) has co-located staff in the WorkSource offices. In addition to serving their own customers, DVR staff can provide expertise and assistance that helps people with disabilities that are being served by other programs. They too are able to leverage the resources that the other workforce programs offer. Goodwill has a staff member at WorkSource Walla Walla who works with DVR and DSHS to identify individuals with disabilities who can benefit from facility-based workforce training skills that can lead them to unsubsidized employment in the community.

The Walla Walla Community College (WWCC) adult basic education staff is working ever more closely with WorkSource partners to offer classes at the WorkSource center in Walla Walla, on both of its campuses and on-site at business facilities that meet the needs of older youth, adults that are basic skills deficient and others needing to learn English. Rural Resources provides volunteer tutor literacy services in Colville. Spokane Community College provides GED Preparation in Colville, Republic, Newport and Pullman. It is in the process of expanding its High School 21+ programs to the rural communities.

The Opportunities Industrialization Center (OIC) has staff in the WorkSource Walla Walla office. Staff will enroll farmworkers or dependents of farmworkers into the WIOA National Farmworker Jobs Program. Each will receive individualized career development services that

consist of a combination of any and/or all of the following; skills assessments, development of an individual employment plan, tuition assistance for occupational skills training, paid internship, job search assistance, on-the-job training, supportive and follow up services. The dislocated worker, Trade Act, Worker Retraining, WorkFirst and veterans' services are all provided by Employment Security staff at the WorkSource Center. WorkFirst staff coordinates with TANF caseworkers at DSHS to identify participants in the WorkFirst program and to provide necessary support services. The Senior Community Services Employment Program has a position dedicated to the WorkSource Walla Walla office that assists seniors and others with variety of services.

Core Programs

As described above, WorkSource partners align their resources and strategies to serve each of their customers in a manner that addresses the goals and objectives in the WDC's strategic plan. The WDC's RFPs for service providers require descriptions of WorkSource activities that will be offered that will advance the goals and objectives in its plans. The WDC's Monthly Contractor Report and the WorkSource Dashboard provide data to support the progress that is occurring. These reports are provided to the Quality Assurance Committee and the WDC along with a narrative of the activities that are occurring through the WorkSource system.

WDC staff and the one-stop operator conduct region-wide meetings with all of the WorkSource partners in the WDA to review what each partner is doing to contribute to its responsibilities in the system. The community colleges' Workforce and Adult Education Deans and Directors are active participants in the one-stop meetings. They likewise attend all of the WDC board meetings and provide updates to the board on their current program activities as well as new programs they may be working on. The college staff also participates in the work of the sector panels when they meet. They meet with the WorkSource leadership team each year to analyze the labor market information that identifies any necessary changes to the demand/decline occupations list. The WDC Executive Director is a member of the Walla Walla Community College's General Workforce Advisory Board. The board makes recommendations on new programs and reviews progress on the College's workforce training programs.

The WDC will research and respond to funding opportunities that can help to expand the services available through the WorkSource system. This may include submitting proposals for funding from the Governor's WIOA discretionary set-aside, from DVR, the Department of Commerce, DSHS or the Department of Corrections. The WDC generally pursues national funding opportunities with at least one other WDC in order to be more competitive. It also supports the community colleges' proposals for funding to expand their programs. The WDC has received funding from employers in support of training initiatives. It has supported its community-based service providers in their efforts to seek foundation funding that can help specific targeted populations.

Program Outreach

Employment Security has veterans' services staff in both the Colville and Walla Walla offices. These individuals have responsibility for providing outreach to all counties in the WDA. WorkSource staff asks every customer that comes to its facilities if he/she or a spouse is a

veteran. If so, veterans are apprised of the services available to them and are given priority for those services.

The WDC provides a list on a weekly basis to the WorkSource staff that identifies individuals who are in the long-term unemployed category. Staff attempts to contact each of these people to inform them about the available WorkSource services. They are told about the variety of services they can receive through WorkSource and are invited to take advantage of them.

DVR's presence in the WorkSource offices has helped to broaden the outreach to individuals with disabilities. In addition to its own recruiting efforts, DVR has raised the awareness of staff in other Work Source programs, including Wagner-Peyser, WIOA I-B and veterans services, to help them identify people with disabilities during the course of the intake and assessment processes they conduct with their customers. DVR staff has provided some training to other WorkSource program staff in this regard.

Walla Walla County has the greatest number of Migrant and Seasonal Farmworkers (MSFWs) in the WDA. These workers oftentimes have language barriers, lower literacy skills, poor housing conditions, face risks due to their lack of healthcare options, and lack many opportunities for steady work. The key to engaging MSFWs is through the outreach done by workers out of the WorkSource Walla Walla office. They travel to the work sites to meet with the workers to inform them of the services that are available for them through WorkSource. The outreach workers are typically bilingual as most of the MSFWs speak Spanish as their first language and have limited or no ability to speak English. These workers are able to assess the needs of the workers and help them get to the service providers who can meet those needs.

Another important service provider for the MSFWs is the Opportunities Industrialization Center (OIC). OIC has a staff person at WorkSource Walla Walla whose job is to provide outreach to MSFWs and to connect them to training opportunities as well as other social services related to housing, healthcare etc. that they may need in addition to employment services or literacy training.

Coordination of Workforce Investment and Education

The WDC helps to coordinate services with the secondary education programs through its members on the Youth Committee. Some of them are not WDC members and are connected to various secondary programs in the region. The WDC receives some discretionary funding that supports in-school students in various school districts. Secondary school staff has also participated on the skills panels which has led to further vocational training opportunities in the schools. The WDC has supported industry career fairs and teacher externships that expose secondary students and teachers to career opportunities in a sector.

As described previously, the WDC, its one-stop operators and its WorkSource partners communicate regularly to assure that there is a strategic approach to providing service in a non-duplicative manner. Walla Walla Community College has a close relationship with the SEA-Tech Skills Center which is located on the college campus. The SEA-Tech courses are designed in a manner that articulate with the WWCC programs in the same fields. Secondary students can receive college credit for some courses and/or meet the pre-requisite requirements for entry into some of the college's vocational programs.

Career Pathways

The WDC facilitates the development of career pathways by including a description of how career pathways information will be presented to WorkSource customers as a required response in its WIOA RFPs. The WDC staff is currently exploring the implications of co-enrolling all Wagner-Peyser and WIOA I-B adult customers. The WDC will help to ensure that the WorkSource staff has a complete understanding of the various post-secondary funding offerings in addition to PELL grants, such as funding through the Basic Food and Employment Training program, the Opportunity program, etc.

Employer Services

The WDC has an Employer Services Committee that will review the progress of how business services are being offered through the WorkSource system. The One-Stop Operator will be responsible for making regular reports to the committee on the types of services that are being provided to all employers. Such reports will include the progress of providing employment and training services that target in-demand occupations in the WDC-identified sectors. The One-Stop Operator will also seek coordination and alignment for business outreach from all of the WorkSource partners. The Operator will also report to the Employer Services Committee on the Employer Customer Satisfaction results it is gathering. This is a new performance measure that will be formally tracked in WIOA. The WDCs are working with Employment Security to improve WorkSource services for Unemployment Insurance (UI) claimants. A work group will make recommendations about increasing the number of claimants that engage with the local WorkSource service providers. See Attachment A, which depicts sector strategies for Healthcare and Manufacturing.

The WDC supports the implementation of incumbent worker training and on-the-job training through its WIOA RFPs that require responses from service providers about their implementation plans in these areas. The WDC will work with community colleges or other training providers to seek customized training funds in situations when businesses can benefit from such services. Industry and sector strategies and career pathways plans will be implemented with the help of sector panels and labor market economists. Board members will serve as business intermediaries in their roles as members in Chambers of Commerce and economic development organizations.

Quality Improvement

The Quality Assurance Committee provides an ongoing review of the WIOA service providers to track their progress on meeting the performance outcomes that are expected in WIOA. Staff prepares a Monthly Contractor Report that details the monthly outcomes for participants as well as the enrollment and expenditure levels. This report provides an opportunity to consider areas that may need improvement. The Employer Services Committee will review the number and types of employer services that have been provided. It will also review the survey results from employers on their satisfaction with the WorkSource services they are receiving.

Technology

Wireless Internet access is now available at the WorkSource Center and some satellite sites. The WDC requires that service providers explain how they will provide services to all counties in the WDA in their responses to the RFPs. They must identify how often and where they will be traveling to the more remote areas to provide services. WorkSourceWA is the new portal for Employment Security's online connection to services. The WDC will ensure that the marketing materials that have been created to inform people about WorkSourceWA will be widely available. One important resource in many rural areas is the public library. Most of them now have computer stations for their patrons, and many have a desire to help their patrons connect to websites that offer job search information and other resources to prepare them for employment.

Equal Opportunity and ADA

The WDC staff has a named person who is the Equal Opportunity Coordinator to address equal opportunity issues that arise as a result of questions that people may have in regard to the proper implementation of Section 188 and applicable provisions of the Americans with Disabilities Act. This person is listed along with the State Coordinator on posters that are prominently displayed in customer service and staff areas in the WorkSource facilities.

The WDC EO Coordinator has provided EO training to WorkSource staff throughout the region. The EO training consists of a review of the laws and provisions as well as opportunities for staff to view and evaluate scenarios where EO violations may be occurring.

The WDC staff includes a review of EO compliance by WIOA service providers in the course of its monitoring reviews each year. Providers must have proper EO signage in place, and their facilities must be accessible to individuals with disabilities following ADA guidelines. They must also be able to demonstrate how they are able to provide services to people with disabilities or those who need translation or interpretation services. The WDC EO Coordinator also reviews the availability of assistive technology at the WorkSource sites.

Type and availability of adult and dislocated worker employment and training activities

Types of adult and dislocated worker services are enumerated in Attachment D. Services for youth are also listed in **Attachment D**.

Rapid Response

The WDC staff works closely with the Employment Security Rapid Response Unit staff, local ESD staff, and other service providers at the local level to provide rapid response services. Dislocated worker staff, UI representatives and other service providers work together to respond to workers that are being laid off due to a business downsizing or projected closure. Generally, the rapid response activities will occur on the work site. The rapid response team must be aware of any negotiation process that can be occurring regarding potential severance benefits prior to initiating the rapid response activities. It must coordinate with the labor representatives (whether

represented by organized labor or not) ahead of time to be sure that the timing for services is in line with the needs of the workers.

The rapid response team will determine the layoff schedule, the benefits that may be offered to the laid off employees, and the anticipated needs of the workers that are determined by their responses to survey questions. As deemed necessary, a labor-management committee may be formed to develop a reemployment plan that will help the affected workers. Likewise, a determination about the need for peer worker outreach will occur.

The team will assure that other program services are available in a timely manner. If there is a demonstrated need, the WDC will apply for rapid response funds from the State to pay for specific costs related to the event.

Transportation

Public transportation is quite limited in most of the counties in the WDA. Cities with fixed routes throughout the day include Clarkston, Pullman and Walla Walla. Otherwise, the bus services elsewhere are not sufficient for most workers to use because of their limited schedules. The WDC's expectation of its service providers is that they will provide access to transportation assistance and other necessary support services that will ensure that the WIOA participants have the supports that are necessary for them to participate in the activities identified in their employment plans. The WDC has a support service policy that requires that the case managers look for other sources of support service funding before committing the WIOA funds. WDC staff includes a review of support service expenditures during its annual monitoring review of the service providers.

Coordination of Services

The Wagner-Peyser staff is co-located with other WIOA partners in Walla Walla, Colville and Pullman. Staff from each of the partners has set up a customer flow in the offices that ensures that the coordination with other program staff is non-duplicative and efficient. Staff members that meet with the WorkSource customers initially are well-trained to identify the individuals who can benefit by being referred to staff that can offer services from DVR, veterans, literacy, WorkFirst or WIOA staff. There will be an ongoing need to keep staff from each of the partners well-informed about program changes and unique services that they can offer to others.

The fact that the common performance measures are in place for the WIOA core partners will increase the need for the various partners to stay abreast of what others can offer. One example of this will be in the area of providing business services. It will be important that all of the business outreach staff has a comprehensive knowledge of the entire scope of services that can be offered to employers through the system. It will be especially important to ensure that a coordinated approach to business outreach and WorkSource marketing is in place.

With regard to literacy and the provision of adult education, the WDC has an active role in the coordination of services between WIOA Title I programs and Title II. During the Title II local application process, the WDC Executive Director reviewed applications from Title II service providers for alignment with the WDC Plan, integration of student services and a commitment to

operating in the one-stop system. The WDC has been responsible for placing an AmeriCorps volunteer that works with the Walla Walla Community College (WWCC) Basic Education for Adults (BEA) in Clarkston for the past three years. This program is coordinated with the WIOA I-B Adult and Youth programs offered by Rural Resources in the area. Likewise in Walla Walla, the WIOA I-B program offered by Blue Mt. Action Council has been able to offer work experience opportunities to students in the High School 21+ program at the college. This has happened as a result of WIOA discretionary funding that the WDC received.

In Colville the WIOA I-B programs coordinate with the Title II program that offers a volunteer tutor literacy program. In other areas the WIOA I-B providers are coordinating with the Spokane Falls Community Colleges GED and High School 21+ programs.

WWCC's Dean of Transitional Studies and High School Programs provided a thorough overview to the entire WDC during its meeting in February, 2016. She demonstrated how the Title II plan is aligning with the WDC's strategic plan.

Individuals with Disabilities

Individuals with disabilities are served by DVR staff, now co-located with other WorkSource partners in Colville, Walla Walla, and Pullman. The DVR staff brings a special skill set on serving individuals with disabilities that is very beneficial to both the customers that are being served by the system as well as the WorkSource staff. DVR staff not only provides the expertise to serve its customer base, but it also has broadened the skills of others by providing training to them. Such training topics include how to identify individuals with hidden disabilities, communicating effectively with those individuals, understanding the types of accommodations that are available, and improving skills of staff in the use of assistive technology in the resource rooms.

DVR is an active member in the local WorkSource system and has signed the local MOU. DVR and other WIOA staff will co-enroll WorkSource customers when the braiding of the services available from each will help to produce a better outcome for a disabled individual. DVR is committed to working collaboratively with other partners in the employer engagement activities.

Although the annual number of blind individuals seeking employment services in the rural counties is low, DVR staff has an excellent connection with the Department of Services for the Blind (DSB) staff in Spokane as well as the DSB staff in Yakima. Together they are able to assist individuals with independent living skills training, the provision of essential assistive technology tools, and providing the pre-employment assessment and training to prepare the job seeker for the job search. DSB staff helps business outreach staff to be able to understand and explain to employers the various accommodation tools that can help the job seeker accomplish the necessary tasks that a job may require. The plan is to include DSB in the next MOU.

The DVR Regional Manager for all of eastern Washington is an active member on the WDC. She chairs the WDC's Quality Assurance Committee which reviews services and outcomes for all WorkSource customers. The committee is specifically tasked with reviewing issues related to

the quality of services for WIOA customers with disabilities and will complete the duties of the Barrier Removal Advisory Group.

Sub-grants and Contracts

The WDC engages a third-party consultant to coordinate the WDC's Request for Proposals (RFPs) for the WIOA I-B sub-grants and contracts. This is done because the WDC's administrative entity has submitted responses in the past to offer both the WIA/WIOA adult and youth programs in some of the counties in the WDA. The third-part consultant coordinates the process in order to avoid any real or perceived conflict of interest by the administrative entity. The WDC's Administrative Committee has responsibility for the review of the adult and dislocated worker RFP. Following that review, it reports out to the full WDC and Regional Board of elected officials during the regular WDC meeting. It does the same process for the WIOA youth RFPs, however, it does so together with the WDC's Youth Committee. Once the RFPs are approved by the WDC and Regional Board, they are broadly advertised both through the regional newspapers and the Spokesman Review in Spokane. They are also posted on the WDC's website. This provides access to potential bidders across the State (and nation) that might have an interest in submitting a proposal.

Once the competition closes, the RFP Coordinator completes an initial review of the proposals to assure that the bidders meet the minimum administrative requirements. The proposals are then sent out to each of the members on the committee allowing enough time for members to do their own individual reviews. Next, the committee(s) convenes to go through all aspects of the proposals. It considers the applicants' business qualifications, the level of experience they have in providing workforce development services, and the proposers' work statements describing how they will provide services including outreach, development of service plans, job preparation and training activities, placement activities and participant follow-up services. Members review the line item budgets and the proposed enrollment and outcomes schedules.

Members receive an Executive Summary that shows the percentage of funds that are budgeted for staff, facilities, travel, participant training and participant support. The Summary also shows the proposed number of enrollments, exits, and outcomes with projections related to the expected outcomes in WIOA. Contractors are typically available to take the committee through their proposals and to answer any questions that have come up.

Following the review, each committee member scores the proposals based upon the scoring matrix that is in the RFP. Once the scoring is complete, the committee develops a recommendation for the WDC and Regional Board. It brings the recommendation to the next WDC meeting. Both the WDC and the Regional Board make the final decision on the awards.

The WDC awards contracts to service providers for all of the WIOA Title I programs. It does not provide any services. The adult and dislocated worker training services are coordinated by the service providers. The service providers work with the WIOA participants to develop an Individual Employment Plan (IEP). If that plan includes the need for vocational training, it is typically carried out in one of two ways. The first is through an Individual Training Account (ITA). The ITA allows for an agreed upon amount of funding to be provided on behalf of the participant to pay for a formal training program. The training program must be chosen from the

list of Eligible Training Providers that have been vetted by the Workforce Training Board and the WDC.

The service providers require that the participants actively engage in the development of an IEP that will help to clarify the outcome they desire as well as the steps they need to take to get there. If this includes the need for an ITA, the participants must complete some research to demonstrate that there is a high likelihood that there will be employment available when they successfully complete the training program. They consider the labor market information for the desired occupation including wage ranges, likely employers, and projected demand in the future. They must also demonstrate that the plan takes into account how they will be able to afford to live during the course of the training. It is up to the customer to decide which eligible training provider will best meet his/her needs.

The other training option that is frequently used is on-the-job training (OJT). This is particularly important in several of the counties where formal vocational training is not readily available. The OJT Job Developer works with an employer to develop a specified training plan for a new employee who lacks certain necessary skills for a particular job. The employer agrees to provide the training that will enable the employee to acquire the skills that are necessary for him/her to be productive in the position. The Job Developer and the employer develop a formal training plan that identifies the skills to be acquired and the proposed number of hours necessary for the training to be accomplished. Employers are reimbursed for an agreed-upon amount that is based upon the hourly wages that will be paid to the employee and the number of hours agreed to in the contract.

The WDC reserves the right to contract for training to increase capacity in a high-demand occupation in instances when the training would not otherwise be available. In such cases the WDC would follow its Exception to the Individual Training Account System policy. The WDC procurement process would be followed to select a training provider. As part of the process the bidder would need to demonstrate its financial stability, its most recent audit results, and its capacity to offer the program. The WDC would then directly contract with the training provider to offer the program. Total costs for the program would be determined on the basis of the response to the procurement. The need for ITAs, PELL grants, etc. to assist students with tuition costs would be determined prior to a WDC contract being issued. Such a determination would depend on the total costs associated with offering the program and the results regarding the sharing of costs between the training provider and the WDC that occurred during the contract negotiation. The WDC would monitor the provider in the same manner as it does for other service providers. Customer choice on the selection of a training provider would not be impeded by this training option. The WDC would adhere to the requirements in the WIOA State Policy 5619 (Increased Capacity Training).

Technology-enabled intake and Case Management

Washington is transitioning its WIOA database system from SKIES to WorkSourceWA. WorkSourceWA is designed for use by employer, job seekers, and WorkSource partners' staff. As is always the case with the implementation of a new database system, the transition will require a substantial amount of training. The State is using the "Train the Trainer" model which is currently in progress. Designated staff is going through an extensive training program which they will then teach to other staff in the WorkSource sites. WorkSourceWA is designed so state

software designers can make changes and improvement to the software after it goes “live.” Staff training will be essential going forward, particularly as it relates to the various partners being able to communicate with each other effectively.

Attachment E lists current Workforce Board members. The Eastern WDC complies with the WIOA and State membership requirements for an alternative entity. The WDC’s membership has representatives from all counties in the WDA. It also has a cross-section of members that represent key business sectors in the region. Whenever a seat on the Council becomes available, both of those elements are considered during the recruitment processes. The WDC works with Chambers of Commerce, Economic Development Councils, its own members, and local elected officials to recruit new members that will be active and who can ably represent their industry’s perspective on the board.

PLAN GUIDELINES SECTION IV

Performance Accountability

- Performance information on workforce development programs informs local strategic planning. The performance information on the workforce development programs is reviewed by both the Board and the service providers on an ongoing basis. The common measures targets and outcomes drive the type of employment and training activities that are carried out. The emphasis on long-term employment, wages for program completers, and the types of credentials that are being earned. The board's strategic planning includes an emphasis addressing skill gaps, showing progress on people's career pathways, and maintaining a focus on the types of jobs that are in demand in the region's key sectors. Performance reports can help to identify where progress is occurring and where improvements need to be made.
- Performance information is used to oversee the WorkSource system and WIOA Title I. The WDC has maintained an ongoing interest in performance reports to fulfill its oversight responsibility for the WIOA Title I and the Wagner-Peyser programs. The initial responsibility is part of the Quality Assurance Committee's work. The committee receives Monthly Contractor Reports during each of its meetings. The reports show real-time progress by each of the WIOA I-B service providers in meeting enrollment requirements, progress on spending, and the outcomes that are occurring relative to the WIOA Common Measures targets for the local area. The committee also receives a Dashboard report that shows the numbers of all of the customers that are coming through the WorkSource sites. The report shows placement rates, wages at placement, and the types of services being offered to both job seekers and employers. These two reports are most helpful because the information is much more current than the WIOA federal reports that are submitted to DOL. Those reports have lag times that are over a year in many instances. Federal reports are important because they can help to show trends, but the lag time is such that they are less useful for providing near-term information that may signal a need for a course correction.
- WorkSource system and WIOA Title I performance information is used by program operators to inform continuous quality improvement in their day-to-day management. The program operators use the same reports in the same manner as does the WDC. The Monthly Contractor Reports are the best indicator of the current performance status of the programs. These reports are used by WIOA service providers to improve the day-to-day work of the staff.
- Performance information is used to conduct performance-based intervention. The Quality Assurance Committee provides the first opportunity to study the performance information and to identify the need for any intervention. Any such recommendation would be presented during its report out at the WDC meeting. Eastern's WDC meetings have been inclusive of the leadership of the WIOA service providers. They may or may not be WDC members but they all have the authority to implement service delivery

corrections if such are necessary. The WDC would expect an ongoing report of progress in overcoming any performance issues that arise.

The State does not have any system in place at this point to track outcomes by WDA for the other WIOA programs. The WDC will work with the local institutions for ABE, DVR and CTE to provide progress reports for their individual programs.

See Attachment I for the WDC's proposed targets for the WIOA common measures.

Attachments

Attachment A: Sector Partnership

Sector to be served: Healthcare _____

Check one: **Regional** **Local** **Eastern WA Partnership and Spokane Area WDC**

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	May 1 '16 To June 30 '16	Make initial contact with key individuals and organizations in the healthcare industry including Providence System, NEW Health Programs, long term care facilities, mental health alliance, NE Tri-County Health District, WDC staff, WorkSource representatives.	Apprise prospective partners of intent. Gather data	Data gathered, Partners engaged
Phase II: Investigate <i>Goal: determine target industries</i>	May 1, '16 To June 30, '16	Share labor market information, including Spokane Area Health Cluster Analysis, with hospitals, care facilities, clinics, other prospective partners. Interview panel participants.	Data shared and analysis begins	Information distributed to partners
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	May 1, '16 To June 30, '16	Assess occupational data for various healthcare occupations.	Analysis completed	Data from ESD used to inform further activities
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	June 15, '16 To Ongoing	Meet with key participants, build partnerships, prioritize activities, identify initiatives.	Successful meeting with key industry representatives	Ongoing meetings, partnerships, good attendance with regular participants
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2017 To Dec 2018	Determine feasibility of chosen options. Using Centers of Excellence, community college, or alternative training entities, develop activities as practicable, e.g. formal training, career fairs, incumbent worker training, etc.	Framework for progress	Prioritized initiatives. Some activities in process.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	July 2017 To Ongoing	Continue to meet as a group. Develop new initiatives as needs arise. Carry out previously identified activities. Possible activities include new training, youth career fairs, etc.	Group remains active	Number in attendance remains high. Initiatives are implemented

Attachment A: Sector Partnership

Sector to be served: Manufacturing _____

Check one: **Regional** **Local** Eastern WA Partnership and Nez Perce County, Idaho

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate for sectors that will be served in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	April 2016 To Ongoing	Meet with manufacturing (metal super-cluster) group already formed in Clarkston, WA, consisting of CEDA, NIMA, WWCC, LCSC, Local manufacturers, SEWEDA, RR E&T, members from both sides of state line. No need for further recruitment	Introduction to team, data gathered from their previous work	Data analyzed
Phase II: Investigate <i>Goal: determine target industries</i>	Apr. 1, '16 To Aug.31, '16	Share WA state labor market information, review research papers, studies from CEDA group that have been completed to date.	Data analyzed	Initial analysis completed
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge of industry</i>	Apr. 1, '16 To Aug.31, '16	Actively join with manufacturing group in Clarkston	Assess WDC role with metal super-cluster group	Define participation in group
Phase IV: Convene <i>Goal: build industry partnership, prioritize activities</i>	Apr.1, '16 To Ongoing	Participate with manufacturing cluster. Review continuing schedule of group. Attend initial meeting. Plan future attendance with group.	Successful participation	Active participation
Phase V: Act <i>Goal: Implement initiatives</i>	Jan. 2017 To Ongoing	Assist group with planning curriculum for WWCC course offerings, work to become informed advisory board member for framing training programs, e.g. internships, incumbent worker training, specialized training for specifically identified needs.	New and/or expanded training programs	Training programs created or expanded, in place.
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Jan. 2017 To Ongoing	Continue to meet actively with manufacturing group. Develop new initiatives as warranted, e.g. training options, career fairs, high school education, etc. Carry out previously planned activities.	Group still active in July 2017	Regular attendance by members, initiatives completed.

Attachment B: Regional Cooperative Service Delivery Agreement

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	Feb-Mar 2016	Meet with regional labor economists, Spokane Area WDC staff, ESD Regional Director, WDC directors, CCSpokane representatives, reps from Kootenai County, Idaho	Assess similarities between regions	Determination of common industry clusters
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	Feb – April 2016	Examine cross regional labor market information. Determine commonalities between Spokane and surrounding counties.	Settle on common sectors to put attention to	Determination made as to significant cluster
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	Feb – June 2016	Review “big picture” of cross regional economy. Create baseline knowledge of sector with skills gaps and solutions to challenges. Drill down to items in common, community college assists with addressing training needs.	Cross-region group formalized	Group members identified, committed to results
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	June 1 2016 To Ongoing	EWP skills panel meets separately and sometimes together with SAWDC panel to assess joint progress. Identify regional demand occupations.	Successful meeting of 2 regions	Joint meeting convened, commitment to further work
Phase V: Act <i>Goal: Implement initiatives</i>	Jan 2017 To Dec 2018	Training programs designed to meet cross regional needs.	Development of training plans	Curriculum in place
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Ongoing	Continue meetings, develop new initiatives as they evolve, carry out training activities.	Completed training, group still active	Training activities, completed, more in design. Continued attendance w/ group.

Attachment C: Regional Economic Development Coordination Plan

Phase	Timeline for each phase	Activities anticipated for each phase to be implemented. Please indicate how each LWDB will participate in a cross-regional plan.	Anticipated outcome(s) for each phase	Measure(s) of progress for each phase
Phase I: Prepare your team <i>Goal: build buy-in & support</i>	Currently and ongoing	Relationships previously established with many economic development organizations, including Port of Walla Walla, SEWEDA, TEDD, Lincoln County EDA, and more. Members serve on WDC, WDC director on boards of other organizations. State Dept of Commerce, small business loan program.	Continued partnering on critical projects	Successful completion of projects, development of new ones
Phase II: Investigate <i>Goal: determine options for coordinated service deliver</i>	Ongoing	Gather data on new and potential projects	Continued partnering on critical projects	Successful completion of projects, development of new ones
Phase III: Inventory and Analyze <i>Goal: build baseline knowledge</i>	Ongoing	Identify and prioritize project initiatives. Study potential workforce needs. Consider labor market information. WorkSource staff shares knowledge of current labor inventory, analysis of workforce availability.	Inform employers of workforce availability.	Matching of workforce to employer needs. Successful business growth/recruitment.
Phase IV: Convene <i>Goal: build partnership, prioritize activities</i>	Ongoing	Continue to develop activities around ideas generated by partners. Assist with business recruitment when appropriate. Meet with potential employers as specific needs are identified.	Action/priority plan of identified initiatives.	Successful completion of planned initiatives
Phase V: Act <i>Goal: Implement initiatives</i>	Ongoing	Continue to share knowledge between partners. Continued work with businesses that need services. Possible training offered	Prioritized activities	Successful implementation of initiatives
Phase VI: Sustain and evolve <i>Goal: grow the partnership</i>	Ongoing	Continued communication/strategizing with economic development organizations across the region.	New and continued initiatives for economic growth.	Continued active participation with partners. Customer satisfaction with programs and services

Attachment D: Local Area Profile

Please complete the following three sections for each Local Area in the Region and submit the information as part of the plan.

1. Local One-Stop System

List all comprehensive, affiliate, and connection one-stop sites in the local area, along with the site operator. If the operator is a partnership, list all entities comprising the partnership.

Site	Type of Site (Comprehensive, Affiliate, or Connection)	Site Operator(s)
Colville WorkSource	Affiliate	Rural Resources, ESD
Rural Resources Newport	Connection	Rural Resources
Rural Resources Clarkston	Connection	Rural Resources
WorkSource Pullman Affiliate	Affiliate	ESD
Blue Mountain Action Council	Affiliate	Blue Mt. Action Council
WorkSource Walla Walla	Comprehensive	ESD
Add more rows if needed		

2. WIOA Title I Service Providers

Dislocated Worker Program List all current and potential service providers in the area	Indicate service(s) provided by each			WIOA funded?
	Basic	Individualized	Training	
WorkSource Walla Walla	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Colville WorkSource	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Dislocated Worker Services available:

Description is in the narrative

Adult Program	Indicate service(s) provided by each			WIOA funded?
List all current and potential service providers in the area	Basic	Individualized	Training	
Rural Resources Community Action	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Blue Mountain Action Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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"/>	<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"/>

Comments regarding the adequacy and quality of Adult Services available:

Description is in the narrative

Youth Program	Indicate service(s) provided by each			WIOA funded?	Services for youth with disabilities?
List all current and potential service providers in the area	Basic	Individualized	Training		
Rural Resources Community Action	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Blue Mountain Action Council	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments regarding the adequacy and quality of Youth Services available:

Description is in the narrative

Alternative Entity WDC.

Attachment E

Categories	Name/Title/Organization* (please list one per line and add lines as needed)	Nominated by
Business majority (>50%) - Please indicate the total number of seats available for this category: <u>10</u>	Bill Clemens, Reg. Mgr, Pacific Power Leslie Druffel, Training Manager, McGregor Mark Hess, CFO, Baker Boyer Bank David Ledgerwood, Owner, DKL Farms Kenneth Maestas, Financial Adviser, Smith Barney Steve Stahl, HR Dirctr, Dayton Hospital Desiree Sweeney. CEO, NE Washington Community Health Kim Witt, Superintendent, Teck Mine Tessa Wicks, Manager, Ag Link Deana Zakar, Govt Relations Specialist, Kinross Gold Mine	Walla Walla Chamber of Comm. Pullman Chamber of Comm. Walla Walla Chamber of Comm. Pomeroy Chamber of Comm. Clarkston Chamber of Comm. Dayton Chamber of Comm. Chewelah Chamber of Comm. Metaline Falls Chamber of Comm Lincoln Co Econ Develop Republic Chamber of Comm.
Workforce/Labor - Please indicate the total number of seats available for this category: <u>2</u>	Scott Habenicht, Counsel, UFCW 1439 Steve Smith, Training, NE Wa JATC	Spokane Regional Labor Council Spokane Regional Labor Council
Education - Please indicate the total number of seats avail Please indicate the total number of seats available for this category: <u>2</u>	Jerry Anhorn, Jr, Dean , Workforce Education Jim Kowalkowski, Superintendent	Walla Walla Community College Davenport School District
Government/workforce programs (may include economic development) - Please indicate the total number of seats available for this category: <u>5</u>	Jeff Koffel, CEO, Tri-Co Econ Dev Teresa Kutsch, Regional Manager, DVR Butch Van Dyk, Administrator, DSHS Jennie Weber, Regional Administrator Kathy Covey, CEO	Tri-County Economic Dev. Spokane DVR DSHS Employment Security Dept. Blue Mt. Action Council

Attachment F

2016-2020 Regional/Local Workforce Plan Assurances

	Planning Process and Public Comment	References
X	1. The local board has processes and timelines, consistent with WIOA Section 108(d), to obtain input into the development of the local plan and provide the opportunity for comment by representatives of business, labor organizations, education, other key stakeholders, and the general public for a period that is no less than 30 days.	WIOA Sections 108(d); proposed 20 CFR 679.550(b)
X	2. The final local plan is available and accessible to the general public.	Proposed 20 CFR 679.550(b)(5)
X	3. 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.	WIOA Section 107(e); proposed 20 CFR 679.390 and 679.550
	Required Policies and Procedures	References
X	4. The local board makes publicly-available any local requirements for the public workforce system, such as policies, including policies for the use of WIOA Title I funds.	Proposed 20 CFR 679.390
X	5. 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.	WIOA Section 107(h); proposed 20 CFR 679.410(a)-(c); WIOA Title I Policy 5405; WIOA Title I Policy 5410
X	6. 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.	WIOA Section 121(c); proposed 20 CFR 678.500-510; WorkSource System Policy 1013
X	7. The local board has written policy or procedures that ensure one-stop operator agreements are reviewed and updated no less than once every three years.	WIOA Section 121(c)(v); WorkSource System Policy 1008 Revision 1
X	8. The local board has negotiated and reached agreement on local performance measures with the local chief elected official(s) and Governor.	WIOA Sections 107(d)(9) and 116(c); proposed 20 CFR 679.390(k) and 677.210(b)
X	9. The local board has procurement policies and procedures for selecting One-Stop operators, awarding contracts under WIOA Title I Adult and Dislocated Worker funding provisions, and awarding contracts for Youth service provision under WIOA Title I in accordance with applicable state and local laws, rules, and regulations, provided no conflict exists with WIOA.	WIOA Sections 121(d) and 123; proposed 20 CFR 678.600-615 and 681.400; WIOA Title I 5404; WIOA Title I Policy 5613
X	10. The local board has procedures for identifying and determining the eligibility of training providers and their programs to receive WIOA Title I individual training accounts and to train dislocated workers receiving additional unemployment insurance benefits via the state's Training Benefits Program.	WIOA Sections 107(d)(10), 122(b)(3), and 123; Proposed 20 CFR 679.370(l)-(m) and 680.410-430; WIOA Title I Policy 5611
X	11. The local board has written procedures for resolving grievances and complaints alleging violations of WIOA Title I regulations, grants, or other agreements under WIOA 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.	WIOA Section 181(c); proposed 20 CFR 683.600; WIOA Title I Policy 5410; WorkSource System Policy 1012, Revision 1

X	12. 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	13. The local board has established at least one comprehensive, full-service one-stop center and has a written process for the local Chief Elected Official and local board to determine that the center conforms to the definition therein.	WIOA Section 121(e)(2)(A); proposed 20 CFR 678.305; WIOA Title I Policy 5612
X	14. The local board provides to employers the basic business services outlined in WorkSource System Policy 1014.	WorkSource System Policy 1014
X	15. The local board has written processes or procedures and has identified standard assessment objectives and resources to support service delivery strategies at one-stop centers and, as applicable, affiliate sites.	WorkSource System Policies 1011 and 1016; WTECB State Assessment Policy
X	16. All partners in the local workforce and education system described in this plan ensure the physical, programmatic and communications accessibility of facilities, programs, services, technology and materials in one-stop centers for individuals with disabilities.	WIOA Section 188; 29 CFR parts 37.7-37.9; 20 CFR 652.8(j)
X	17. The local board ensures that outreach is provided to populations and sub-populations who can benefit from one-stop services.	WIOA 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, partner development, and numeric goals.	WIOA 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.	WIOA Section 188; 29 CFR 37.54(a)(1); WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, Revision 1
X	20. The local board collects and maintains data necessary to show compliance with nondiscrimination provisions of Section 188.	WIOA Section 185; 29 CFR 37.37; WIOA Policy 5402, Revision 1; WorkSource System Policy 1012, 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 board ensures that one-stop MSFW and business services staff, along with the Migrant and Seasonal Farm Worker program partner agency, will continue to provide services to agricultural employers and MSFWs that are demand-driven and consistent with ESD's mission.	WIOA Section 167
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, WIOA, and applicable Departmental regulations.	WIOA Sections 116(i)(3) and 185(a)(4); 20 USC 1232g; proposed 20 CFR 677.175 and 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 WIOA 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.	WIOA Section 108(b)(16); proposed 20 CFR 679.560(a)(15); WIOA Title I Policy 5601; WIOA Section 134(c)(3)(G); proposed 20 CFR 680.300-310
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	WIOA Section 108(b)(15), WIOA Title I Policy 5230; WIOA Title I Policy 5250

	insure proper disbursement and accounting of WIOA adult, dislocated worker, and youth program and the Wagner-Peyser Act funds.	
X	26. The local board ensures compliance with the uniform administrative requirements under WIOA through annual, on-site monitoring of each local sub-recipient.	WIOA Section 184(a)(3); proposed 20 CFR 683.200, 683.300, and 683.400-410; WIOA Policy 5230
	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.	WIOA Title I Policy 5260
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.	WIOA Section 184(c); 20 CFR Part 652; proposed 20 CFR 683.410(a), 683.420(a), 683.750; WIOA Title I Policy 5265
X	29. The local board has a written policy and procedures for ensuring management and inventory of all properties obtained using WIOA funds, including property purchased with JTPA or WIA funds and transferred to WIOA, and that comply with WIOA, Washington State Office of Financial Management (OFM) and, in the cases of local government, Local Government Property Acquisition policies.	WIOA Section 184(a)(2)(A); proposed 20 CFR 683.200 and 683.220; OMB Uniform Administrative Guidance; Generally Accepted Accounting Procedures (GAAP); WIOA Title I Policy 5407
X	30. The local board will not use funds received under WIOA to assist, promote, or deter union organizing.	WIOA Section 181(b)(7); proposed 20 CFR 680.850
	Eligibility	References
X	31. The local board has a written policy and procedures that ensure adequate and correct determinations of eligibility for WIOA-funded basic career services and qualifications for enrollment of adults, dislocated workers, and youth in WIOA-funded individualized career services and training services, consistent with state policy on eligibility and priority of service.	Proposed 20 CFR Part 680 Subparts A and B; proposed 20 CFR Part 681 Subpart A; WorkSource System Policy 1019, Revision 1
X	32. The local board has a written policy and procedures for awarding Individual Training Accounts to eligible adults, dislocated workers, and youth receiving WIOA Title I 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.	WIOA Section 134(c)(3)(G); Proposed 20 CFR 680.300-320; WIOA Title I Policy 5601
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 WIOA Title I programs.	WIOA Sections 129(c)(2)(G) and 134(d)(2); proposed 20 CFR 680.900-970; proposed 20 CFR 681.570; WorkSource System Policy 1019, Revision 1
X	34. The local board has a written policy for priority of service at 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, made aware of their entitlement to priority of service, and provided information on the array of employment, training and placement services and eligibility requirements for those programs or services.	Jobs for Veterans Act; Veterans' Benefits, Health Care, and Information Technology Act; 20 CFR 1010; TEGL 10-09; Veterans Program Letter 07-09; WorkSource System Policy 1009 Revision 1

Attachment G

Regional/Local Workforce Plan Certification

This section of the Regional/Local Workforce Plan serves as the LWDB's certification that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and must be signed by authorized officials.

The Local Workforce Development Board for the Eastern Washington Partnership Workforce Development Council certifies that it complies with all required components of Title I of the Workforce Innovation and Opportunity Act and Wagner-Peyser Act and plan development guidelines adopted by the State Workforce Development Board. The LWDB also assures that funds will be spent in accordance with the Workforce Innovation and Opportunity Act, Wagner-Peyser Act, and their regulations, written U.S. Department of Labor guidance implementing these laws, Office of Management and Budget circulars, and all other applicable federal and state laws and regulations.



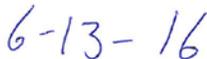
Local Chief Elected Official(s)



Date



Local Workforce Development Board Chair



Date

Attachment H

Planning Process/Public Comment

The Eastern Washington Partnership strategic planning process for WIOA began in November, 2015.

Staff conducted research on the demographics and economy of the nine counties. The writer interviewed key informants from throughout the area to gather anecdotal information for each county. Interviews included people from economic development organizations, county commissioners, private business owners, school personnel and service delivery staff. Interviewees were chosen from a representative cross section of the area's education and employment sectors. The Employment Security Department Labor Market Analysis branch was interviewed and provided timely and researched-based data on demand industry sectors, labor force and emerging trends.

Interview questions centered around key and foundation industries, including agriculture, new technology, infrastructure, global economic markets, and education and workforce needs. The interviews took place between November 15, 2015 and February 15, 2016.

Staff met with the regional board and Workforce Development Council on December 10, 2015 for a planning session facilitated by Washington State University County Extension Director. The WDC members reviewed goals, objectives and strategies at that meeting, formulating a revised vision of the employment and training activities updated to reflect WIOA guidelines. Staff then summarized the ideas generated at the meeting and created the goals, strategies and objectives. For each of the next four weeks each of the goals, with supporting objectives and strategies was emailed to all council and board members. Feedback was encouraged, and changes were made to the language in the document.

The plan includes data that is based in census and state labor market statistics. It also includes subjective information contributed by local residents.

The written draft was sent out for review to Council members on February 22, 2016 via email. It was shared and reviewed with WorkSource partners at a meeting on March 23, 2016 thus beginning the public comment period. The plan was made available for public review through its publication on the Workforce Development Council's website on April 18, 2016. The plan was available electronically and was made available in hard copy upon request.

A draft of the plan was sent to the Workforce Training Education Coordinating Board on May 3, 2016

A final hard copy was approved and signed by the members of the Workforce Development Council and the Regional Board of County Commissioners at the joint meeting on May 26, 2016. The final draft of the plan was sent electronically to the Workforce Training Education Coordinating Board on June 1, 2016

Thanks to WDC members and Regional Board of Elected Officials who participated in the planning session on December 10, 2015.

Additional thanks to the following people who gave of their time to be interviewed in person or by telephone to contribute information for this plan.

Jerry	Anhorn	WW Community College
Janet	Booth	Voc. Rehab. Supervisor, Kennewick
Clyde	Brown	ABE Coordinator
Bill	Clemens	WDC Chair , Mgr Pacific Power
Kathy	Covey	BMAC CEO
Lesla	Crane	DVR Counselor
Don	Dashiell	Stevens County Commissioner
Nathan	Davis	Ferry County Commissioner
Justin	Dixon	Garfield County Commissioner
Marshall	Doak	SE Wa EDA
Cynthia	Frees	Employment Coordinator
Christine	Frei	Clearwater Ec. Dev. Association
Alice	Freyer	ESD Career Pathway Navigator
Paul	Gerola	Port of Walla Walla
Suzie	Gotham	Vaagen Bros. Lumber
Margie	Hall	Lincoln County EDC
Mary	Hansen	ESD WorkFirst counselor
Debra	Hansen	WSU Extension Director
Mark	Hess	Baker Boyer Bank
Dave	Hewes	Hewes Marine
Scott	Hutsell	Lincoln County Commissioner
Jim	Jeffords	Asotin County Commissioner
Ellen	Jensen	Hewes Marine
Steve	Kiss	Pend Oreille Co. Commissioner
Jeff	Koffel	Tri-County Economic Development District
Bruce	Larson	Renaissance Marine
Connie	Mahugh	Rural Resources Transportation
Jenni	Martin	Spokane Community College
Wes	McCart	Stevens County Commissioner
Kathy	McIntyre	ESD Business Services
Brad	McMasters	Port of Columbia County
Ron	Rehn	Providence Mt.Carmel Hosp.
Colene	Rubertt	Kalispel Tribe Education
Mary	Schmidt	Employment Coordinator
Ted	Shuler	DCT Chambers Trucking
Morgan	Smith	Employment Coordinator
Mary	Sterling	Employment Coordinator
Art	Swannack	Whitman Co. Commissioner
Mike	Talbott	Columbia Co. Commissioner
Rod	VanAlyne	E&T Director
Jennie	Weber	ESD Eastern Regional Director
Kim	Witt	Teck Resources Corporation
Deana	Zakar	Kinross Gold Corporation

Attachment I: Performance

Title I – Adult

Measure 1 – 2nd Quarter Employment: 76.8%

Measure 2 – 2nd Quarter Median Earnings: \$5,909

Measure 3 – 4th Quarter Employment: 75.9%

Measure 4b – Credential of those with training: 53.7%

Title I – Dislocated Worker

Measure 1 – 2nd Quarter Employment: 80.0%

Measure 2 – 2nd Quarter Median Earnings: \$7,559

Measure 3 – 4th Quarter Employment: 83.3%

Measure 4b – Credential of those with training: 75.0%

Title I – Youth

Measure 1 – 2nd Quarter Employment: 55.7%

Measure 2 – 2nd Quarter Median Earnings: \$2,635

Measure 3 – 4th Quarter Employment: 75.5%

Measure 4a – Credential of all participants: 58.4%

County Profiles

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 and surrounding areas have a population of 50,000. Being situated on the state line has its challenges. Washington minimum wage is about \$2.00 per hour more than Idaho. Service and entry level jobs are the most affected by minimum wage differences. It has proven to be less expensive to do business in Lewiston with less costly worker's compensation and Business and Occupation taxes, but housing is less expensive in Clarkston. The Lewis-Clark Valley has traditionally been agricultural and timber dependent, and more recently it has become a light manufacturing hub.

Asotin County has become a center for aluminum boat building. Increased demand for the boats means that the manufacturers have grown significantly in the past three years. Some build custom ordered boats on a one-on-one basis rather than on an assembly line. Renaissance Marine, the largest employer, manufactures three lines of boats in its Clarkston factory. The company will be moving to a new facility, increasing its production space by 50%, at a location next to the river. It is anticipated that employee numbers will grow from the current 106 to 130. These manufacturing establishments see both on-the-job training (OJT) and Incumbent Worker training as a very positive method for increasing the workforce. There is currently a shortage of workers to fill vacant positions. The Snake River Boat Builders Group has actively pursued markets in Europe, specifically Germany, Spain, Belgium, Holland and Turkey. Some suppliers to the boat manufacturers are located in the valley, although the expansion of business has caused manufacturers to seek larger suppliers outside the area. Schweitzer Engineering Laboratory has expanded from Pullman into a new facility in Lewiston. Vista Outdoors operates three ammunition plants. Clearwater Paper employs 1400 and manufactures tissue and consumer paper products. Both are located in Lewiston.

A large number (3,800) of Asotin County residents cross the bridge to work in Lewiston where the greatest number of jobs are located.⁷ Commissioners have observed a trend that people prefer to live in Clarkston and work in Lewiston. A shortage of housing could become a challenge with the expansion of business. Builders who have been used to a 3-4% growth rate may not be prepared for the recent boom in worker population. A recently completed apartment complex of 250 units in Lewiston was filled immediately upon completion. A vicious cycle could occur if a serious housing shortage occurs. With no place to live, prospective workers cannot take the jobs that are available. The unemployment rate is at historic lows.

Walla Walla Community College, Clarkston Campus is responding to the need for training with a new building that will house a precision machining program. The college met with a representative group from the manufacturers in the area to gather input of employment training needs. The program is specifically designed to meet the needs of local manufacturers. Students who complete the training course are guaranteed an interview with participating companies. The building is slated to begin construction in the spring of 2016, and to be open in the fall of 2017.

The Clearwater Economic Development Association (CEDA) in Lewiston has convened a cross-border group called The Manufacturers Workforce Development Council. Its purpose is to focus on activities that will enhance the manufacturing workforce in the area. It sponsored a workshop attended by local

⁷ Employment Security Department Regional Labor Economist, US Census data

manufacturers, college personnel and K-12 teachers, counselors and parents. The purpose of the workshop was to raise awareness amongst participants that serious attention needs to be given to prepare students for employment opportunities in rural manufacturing. They proposed an approach to prepare entry level machinists, fabricators and electronic technicians beginning with a curriculum for 9th to 12th grade students. Completion of the curriculum would result in participants acquiring a manufacturer's endorsed certificate. Those completing the certificate would earn credits that are transferable to an associate degree program. The goal was to prepare students for the mid-skill level trades that are needed by local manufacturers. CEDA has also joined with the National Association of Manufacturers and its "Dream It Do It" program. This component works to inspire next-generation workers to pursue manufacturing careers.

Tri-State Memorial Hospital and Medical Campus, a private non-profit organization, has expanded in size and services. A new wing for physicians was recently completed. The hospital complex employs 435, including 135 physicians. The ever-expanding healthcare industry continues to need trained personnel in order to deliver necessary services. Walla Walla Community College in Clarkston currently offers nursing courses locally, and St Joseph's Hospital in Lewiston trains certified nurse aides.

Tourism has proven to be a promising sector in April through October. Two paddle wheel ships travel from Clarkston to Astoria, Oregon along the Snake and Columbia Rivers. National Geographic Tours brings in travelers who disembark and take kayaks, inflatables and jet boats on the river system. They use local hotels and buy provisions. The town of Asotin has applied for grants and is working with the Corps of Engineers to dredge out and renovate the local marina, which will be a draw for boating recreation. Snake River jet boat tours continue to be a perennial favorite activity for tourists.

The retail and service sector is experiencing some growth with Clarkston becoming more retail oriented. Costco, Wal-Mart, Albertson's, Walgreen's as well as "downtown" shops have created jobs in the area.

Columbia County

Wind power generation has been a driver of the economy in the past few years with construction of wind towers within the county. The construction phase is completed, and now the jobs are primarily operation and maintenance. The possibility of additional towers is under consideration, but construction has not begun. Puget Sound Energy and PacifiCorp operate over 200 turbines. The towers rise 350 feet above the ground on the windy ridges of the area. It is estimated that for every eight towers in operation, one permanent job is created.

Columbia County Health System includes Dayton General Hospital, Columbia Family Clinic, Waitsburg Clinic, and Booker Rest Home. The primary service areas include Dayton, Waitsburg, Starbuck, and surrounding areas. Two school districts, Dayton and Starbuck, along with the health system employ the largest number of people in Columbia County.

The town of Dayton and the Port of Columbia County have been progressive in economic development activities. Blue Mountain Station (BMS) is a new and unique creation of agri-tourism that brings together regional artisan food producers, local produce, art and craft vendors, a commercial kitchen, and a co-op market. Local products are grown, processed and sold in a facility located under one roof in an eco-friendly industrial park on port property at the edge of town. The BMS marketing umbrella adds culinary tourism to the mix of economic development activities in the area. History tourism continues to be a strong economic factor for the county. The oldest train station and courthouse in the state, along with two historic housing districts attract tourists. Wineries, hotels, restaurants and a quaintly restored downtown are a draw year round. Proximity to the Umatilla National Forest makes Dayton a place to stop when exploring the outdoors. Seasonal activities such as skiing, hiking and camping are close by.

A new venture in straw pulp manufacture is in formative stages. The pulp mill is planned to be located near the Snake River and the town of Starbuck. Pulp will be produced from straw, a by-product of the grain products grown in southeast Washington. When the plant is in full operation in 2017, there will be jobs for 175 people. New housing will be needed, so there will also be construction jobs during the ramping up process. Meanwhile a smaller prototype lab/plant is currently operating in Dayton. As a training ground for prospective employees, it uses local pulp in the manufacture of paper goods like paper plates and napkins. Within the year it is expected that these goods will be manufactured entirely with the material produced at the full scale Columbia Pulp Mill.

Agriculture, particularly wheat, continues to be an important economic driver. Columbia County soil supports a very high per-acre yield of this crop. Support industries such as those that supply fertilizer and pest protection are essential to agriculture. Warehousing and transportation will continue to be an important sector as goods are moved from one part of the county to another. Grain, produce, and manufactured goods continue to be exported by truck and barge to markets outside the county. A rail spur and port on the Snake River allows barge transport to Portland and beyond.

Ferry County

Ferry County's economy traditionally has been heavily dependent on its natural resources. Timber and mining have been the core industries for generations. The county is arguably the most remote and most sparsely populated of the Eastern counties. As of the 2014 census, the population was 7,650, making it the fourth-least populous county in Washington. The southern half of the county is owned by the Colville Confederated Tribes, and the remainder is largely federal land, owned by the National Forest Service. Less than 18 percent of the land is privately owned, resulting in a limited tax base and scant revenues for county operations.

Half of the Colville Tribal Reservation (which totals 1.4 Million Acres) is in Ferry County and the other half is in neighboring Okanogan County. Today 9,500 (as of 2015) descendants of the following twelve bands compose the Confederated Tribes of the Colville Reservation: Chelan, Chief Joseph Band of Nez Perce, Colville, Entiat, Lakes, Methow, Moses-Columbia, Nespalem, Okanogan, Palus, San Poil, and Wenatchi. The Colville Tribal Federal Corporation (CTFC) is headquartered in Coulee Dam, Washington. The company currently manages 13 enterprises that include gaming, recreation and tourism, retail, construction and wood products. The corporation employs over 800 people and generates over \$120 million in revenues each year. It provides revenue for the Tribes and employment and training opportunities for tribal members.⁸

Recent developments have had significant impact on Ferry County. At the end of 2014, Kinross Gold Corporation announced that mining operations at the Buckhorn site will be closing down in 2016. The company has had as many as 200 employees at the height of operations. Ore is mined in Okanogan County and trucked to the mill in Republic. Kinross conducted an extensive community survey as part of an effort to inform employees and county residents of the impact that the closure will have on the community. "In general, people perceive a good quality of life in the community, and while they are concerned about mine closure they are not fully aware of what that really means. They are concerned about the future of their communities."⁹ According to the Kinross brochure, ten percent of Ferry County residents felt that the economy would improve and 50% felt that the economy will decline as a result of this closure. Local vendors can expect to lose business and mine-related direct, indirect and induced jobs can be expected to be lost. According to the survey, "When asked what would improve quality of life, 'more or better jobs' was overwhelmingly given as the #1 response."¹⁰ Of course, the challenge will be to find or create businesses that will take the place of the mining jobs. Commissioner Nathan Davis and Trevor Lane from WSU Extension are developing a technology-based social media model for business recruitment, not unlike systems used for college recruitment. The system is dynamic, data driven, automated and designed to narrow the field of likely business prospects. The Kinross findings state that the entrepreneurial community has demonstrated enthusiasm and forward-motion specific to small cottage industries and value-added products.

In addition to the mine closure, Ferry County was particularly hard hit by ravaging forest fires in 2015. These fires devastated thousands of acres of timber and scorched the ground. National Forest land and a large portion of the Colville reservation forest was destroyed. Some salvage logging can be done, but it must be accomplished shortly following the fires because fire-damaged timber is compromised. The

⁸ <http://www.colvilletribes.com/index.php>

⁹ Brochure "Community view: our present and future" published by Kinross Gold Corporation

¹⁰ Ibid.

forests are dangerous to work in after a fire due to weakened trees and root structures. The loss of timber will have an impact on the economy for years to come.

Agriculture is a very small part of the Ferry County economy. It is primarily cattle, horses, and feed. This sector does not provide a lot of jobs, because typically ranching duties are kept in the family. Reduction of open range land, historically available to cattle ranchers, has created a downsizing of the industry.

As with all very rural communities, healthcare service delivery is always a challenge. Ferry County Hospital and adjunct clinic and nursing facility experience a continual shortage of healthcare workers. A successful rural online nursing program was generated by the need expressed by this hospital. It was workable because local people, already committed to living in the rural setting, were able to take courses on line, only having to travel infrequently to take special hands-on courses and participate in clinical experiences. Tribal members receive healthcare treatment at clinics in Inchelium and Keller, which are operated by Indian Health.

Garfield County

Pomeroy is the single incorporated town in Garfield County. Garfield is the least populated county of the nine Eastern counties with 2,250 people. The population continues to decline as the median age increases. The economy remains relatively stable with agriculture, healthcare, education, and the National Forest Service being the major employers. The Umatilla National Forest is managed from the Pomeroy Ranger District office.

Agriculture-related commerce is the backbone of the county's economy. The agriculture sector includes grain growing, seed production and associated soil analysis. Chemical sales and delivery is included in the warehousing and transportation sector, which supports agriculture.

Crops are affected seasonally, and by weather conditions. Exports of crops will remain an important part of the economy, however when the price is down, or world markets for the product are diminished, there is a slump in the economy of Garfield County. Transportation of these commodities takes place by truck or barge on the Snake River. There is no rail line within the county.

One hundred ninety-five wind generation turbines have been built in the western end of the county. The construction phase is complete, so jobs in that industry are centered around maintenance of the towers and office support. Puget Sound Energy is the operator, and the company has built an office in Pomeroy. The wind projects support the economy of the county because landowners upon whose ground the towers stand receive royalty payments each month, based on how much power is produced. Land owners use this money to make improvements to the land. PSE has partnered with the department of Fish and Wildlife to create improved and safe habitat for wildlife. Rainfall is gathered and saved in the ground under "water guzzlers." This project creates summer work for two people and an opportunity for students to earn community service hours. Residents report that PSE has integrated well into the community and that the company has created jobs, brought new people to town and shows respect for the land and environment.

Currently there is not a lot of growth occurring in the county. Construction is at a standstill. There is a large retirement community, which contributes to a stable community. Very few younger people are moving in, as they tend to move to larger areas in search of employment. The aging population requires more services in the healthcare sector. The local hospital is small and operates independently of any larger healthcare system. It is challenged in its ability to remain in operation, and there is need there for healthcare workers to keep it running.

Lincoln County

Lincoln County is primarily an agricultural county. Second in the state to Whitman County for wheat production, it also boasts a sizable amount of barley for domestic use and export. The capital-intensive nature of this type of farming does not require numerous workers. Agriculture contributes much to the county's economy, but does not produce a large number of jobs. Larger farming operations mean that the actual population of small farm operators is declining. Support businesses such as those that supply soil analysis and chemical and equipment sales are another sector associated with this type of agriculture. These jobs require a good work ethic, specialized knowledge, a good driving record and a CDL endorsement for driving trucks and transporting materials.

The Cattle Producers of Washington (CPoW) Livestock Processor's Cooperative Association (LPCA) started in 2013 with the goal of establishing a USDA processing facility in Odessa to aid producers in marketing their own product. It processes cattle, hogs, sheep and goats. USDA inspection at the facility allows producers to sell their product to restaurants and at farmer's markets. It also allows meat to be sold out of state.

Barr-Tech, located in southeastern Lincoln County, is a regional facility that manages and recycles discarded organic material from a variety of municipal, commercial and industrial sources in Eastern Washington and Northern Idaho. It then sells compost soil amendment for use in agriculture, turf, landscape, garden and erosion control projects. It is also a dealer for compost fertilizer spreading machines.

Transportation and warehousing is an important sector as an adjunct to agriculture and moving of materials. Product is moved by rail and truck to points of distribution and processing.

Approximately 1,135 people commute daily to neighboring counties for work. Nearly 800 of them travel into Spokane.¹¹ Rapid development of the west plains area of Spokane County draws commuters from Lincoln County for shopping and entertainment. The town of Reardan, which is just three miles from the Spokane County line is poised for growth. The town has upgraded water and sewer systems and has been authorized to build 117 new structures. There is very little industry within the county; the few that are there employ 10-12 people each. This phenomenon creates a precarious cycle should local entrepreneurs wish to create business startups within the county. They discover that the labor pool is reduced because many willing workers are satisfactorily employed outside the county. Local business is reluctant to create business if workers are not available.

Other businesses' employment needs include production workers for a cottage industry that produces fire starters, and a new small proprietary technology company that produces paper flash drives. These industries sometimes have difficulties finding workers due to locations that are quite rural and "off the beaten path." The software company is contemplating a move to Reardan to be closer to the main highway.

Wilbur and Almira, located in western Lincoln County have experienced a recent resurgence due to expansion work at Grand Coulee Dam. The dam is a half hour commute from these towns, and people have moved there for the school systems and choice of affordable housing. The towns are experiencing

¹¹ LMEA regional data, commute patterns

a current housing shortage. If more housing were available it is likely that more people would be able to move into these towns. A van pool transports workers from as far away as Davenport to work at the dam.

The county is experiencing some population growth along the northern edge of the county along the shore of Lake Roosevelt/Columbia River. Retirees, vacation home owners and permanent residents have moved there from other places. While it is rural and seemingly removed from urban areas, it is a relatively short drive to Spokane. The population growth along the river has offset some of the decline that is occurring in the farm-related population. A new concessionaire has been contracted to manage the two marinas in Lincoln county on Lake Roosevelt, and the company anticipates that they will be able to promote tourism and vacation houseboat rentals to a very large market.

Healthcare continues to be a strong sector. North Basin Medical Clinics in Davenport, Wilbur and Reardan are subsidiaries of Lincoln County Hospital District, which is the largest employer in the county. Lincoln Hospital in Davenport maintains its own classroom to provide home caregiver training. Persons who complete the training can attain certification that meets state requirements. A second hospital in the county is Odessa Memorial Hospital, which employs approximately 45 healthcare and support staff. An aging population within the county and the need for healthcare services that are strategically located to serve the rural population, will mean that the healthcare sector will continue to be an ongoing demand sector in Lincoln County.

Pend Oreille County

Pend Oreille County has historically been dependent on its natural resources such as mining and timber harvesting. Most jobs in the county have been related to those industries. Teck Washington, Inc., a subsidiary of Canadian company Teck Cominco, has re-opened the Pend Oreille Mine within the last year, extracting lead and zinc, near Metaline Falls in the northern part of the county. The mine provides approximately 240 jobs and has an expected life of five years. Most hiring and training takes place within the corporation's structure. In the central part of the county, in the town of Usk, Vaagen Bros. Lumber runs a sawmill. At the end of 2015, according to the Colville Statesman-Examiner, "the mill has curtailed operations until log availability and lumber market conditions improve. The shutdown affects 50 employees and several indirect jobs associated with the mill. The catastrophic fire season in northeastern Washington severely depleted log inventories."¹² Lumber prices fluctuate according to market demand and the current lower prices are a result of a softer than expected national housing recovery after the recent recession.

Ponderay Newsprint Company is also located near Usk. It has employed as many as 140 people in the past, but numbers are decreasing at this time. With newspapers giving way to on-line news sources, the plant, which has specialized in newsprint only, is finding a softened market for its product.

The port district operates the railway that runs along the river from Newport to points north. Its main cargo has been to and from the Ponderay plant. With diminishing paper production, the railway will not have as much freight to move in the future. The port's revenue is supported by locomotive refurbishing and repair and storage of railroad cars.

Newport is the largest town in Pend Oreille County. It is the site of the county hospital, clinic and assisted living facility. There is continued need for healthcare jobs in the community. The scenic Pend Oreille River has attracted retirees from outside the area. An aging population implies that there will be an increased demand for health care. Each year the nursing home in Newport offers CNA training as an entry level job in the healthcare industry. The hospital is building a new clinic that will continually increase the demand for healthcare workers.

Zodiac OEM Cabin Interiors, a subsidiary of Zodiac Aerospace, which is a global company that assembles components for airplane manufacturers, is located in Newport. Production workers will be needed to put together the parts for airplane interiors. Other production jobs are available in Sandpoint, Idaho, which is a half hour commute from Newport. Food and vitamin supplement manufacturing are examples of the type of work that takes place there, with products that are shipped nation-wide.

As in other counties, transportation is an important occupational need in Pend Oreille. Drivers and operators will be needed to transport mining exports, timber and other manufactured goods. The county itself employs maintenance workers and road crews and other jobs that require drivers with CDL endorsements. Road crew positions are currently held by older individuals, and the county anticipates that there will be a 100% turnover within five to seven years. There will also be a need for maintenance workers such as plumbers and electricians.

¹² Statesman-Examiner, December 30, 2015

The government sector employs a very large number of people. In addition to county employees this sector includes education and some healthcare jobs, as well as US Border Patrol and the Community Colleges of Spokane (CCS). The community college operates centers in Newport and Ione. Vocational training and associate arts courses are offered on site as well as on line. Most courses are offered at each site by means of Interactive TV (ITV). Pharmacy Technician and Medical Assistant are two programs that are offered in this manner. The challenge for CCS rural service delivery is that often there are too few students to fill class quotas, and after courses are completed there are more trained workers than there are jobs to fill. The college is involved in continuous planning to balance these training needs. Future plans include greater access to expedited short term career and technical programs that prepare students for living wage occupations requiring less than a BA degree. CCS in Pend Oreille County enrolls approximately 120 participants, with a large percentage of them being high school Running Start students.

Two hydroelectric dams are located in Pend Oreille County. Box Canyon Dam is owned by Pend Oreille County PUD and Boundary Dam is owned and operated by Seattle City Light. Dam expansion and re-building projects have been completed so construction jobs have decreased, and the dams are in maintenance and operation mode. The workforce remains fairly stable.

The largest employer in the county is the Kalispel Tribe. The tribe operates the Northern Quest Casino in west Spokane. Revenues from that operation have funded the Camas Center on the reservation, which is located near Usk. In addition to tribal offices, the center houses a community center, fitness center, swimming pool, health clinic, and learning center. The Kalispel Career Training Center (CTC) provides vocational training programs for both youth and adults. Currently the CTC operates a skills center for high school students in partnership with the Cusick and Newport School Districts. Classes in small engines and multimedia are currently in place. On the adult side, the center has been provided with a grant from the tribe to offer training to tribal members with barriers to employment, particularly re-entry to society after incarceration. The tribe itself has need for many workers in public works, maintenance and natural resources. The CTC expects to train people to meet those needs.

Much of southern Pend Oreille County is a suburb of Spokane. Approximately 1000 commuters cross the county line daily to work in Spokane.¹³

Pend Oreille County's tourist industry highlights outdoor activities, boating on the river, hiking, snowmobiling, and the like. In partnership with neighboring Idaho and British Columbia advocates are promoting the International Selkirk Loop, which is a "280-mile scenic drive encircling the spectacular Selkirk Mountains in eastern Washington, northern Idaho and southeastern British Columbia."¹⁴

¹³ LMEA regional data, commute patterns

¹⁴ <http://www.selkirkloop.org/>

Stevens County

Stevens County is the most populous of the northern counties, with over 40,000. Colville is the largest city, but a large percentage of the county population lives in the unincorporated area at the southern end of the county. Suncrest has become a virtual suburb of Spokane. The growing population of that area has attracted small businesses like fast food restaurants, a health clinic, a fitness center, vehicle repair shop and other enterprises that serve local residents. A new supermarket has opened in the south county, making it very convenient for local residents to shop close to home. The supermarket created approximately 50 new local jobs. In all, more than 4300 workers commute from Stevens County into Spokane for employment.¹⁵

Traditionally, timber harvesting and lumber manufacturing has been a major driver of the economy. Harvest practices have become increasingly ecologically sound, and more of the tree is being used productively. In addition to its Colville operation, the largest local mill, operates a mill in Pend Oreille County and one in British Columbia, employing approximately 290 people. Because it focuses on small log sawmilling, recovery of lumber from the logs is not as great as in traditional sawmill operations. Fiber that remains after timber production becomes hogfuel (bark) for boilers; wood chips for paper and pulp mills; sawdust and planer shavings for pellets, particle board and landscaping. Woody debris from the logging process are chipped and hauled to a biomass facility in Kettle Falls, where it produces electricity by heating water to steam, which turns electricity turbines. Lumber and its by-products are transported by truck and train to markets outside the local area. The extensive forest fires of 2015 seriously depleted timber supply, and if it is to be done, salvage logging must be accomplished shortly after the fires, before the wood is compromised.

Mining has also played a role with limestone and the promise of a barite mine in the future. Barite is a heavy mineral that is used in the petroleum industry to contain gasses underground. A very large producer of silica sand is located in Stevens County. It provides sand for the manufacture of glass. Golf course, foundry, equestrian and traction sand are milled, along with filter media, white cement, cement siding, ceramic tile and roofing material. The plant is located on BNSF tracks and is able to ship out material by both rail and truck.

Hand in hand with the natural resources sector is manufacturing. Two companies build and export aluminum boats to markets in Alaska, western Canada, the Midwest and the Pacific Northwest. A stove and fireplace insert company that started in Colville, has now become a subsidiary of a large national corporation. Wood, gas and pellet hearth units are manufactured locally and shipped far and wide. Another company produces products related to the commercial laundry, dry cleaning, apparel and garment finishing industries. A spin-off from that company manufactures heat transfer products like air coolers, custom evaporators and blast freezers. The Pacific Northwest location provides close proximity to west coast ports for shipping to Asian and Middle Eastern markets. There is a branch manufacturing facility in Illinois that serves customers in the eastern U.S. and Canada. Latin America is served by a regional sales office in Guadalajara, Mexico.

Other light manufacturing and assembly/production enterprises exist as well. Examples are a company that has a contract with the US government to make specialty gear for the military; a wholesale quilt fabric distributor; machine shops and the like. Recovery of the housing market has created a need for

¹⁵ Employment Security Department Regional Labor Economist, US Census data

related craftspeople. Specialty tradesmen in occupations like HVAC and sheet metal fabrication, electricians, drywall installers, painters and general contractors are seeing increased demand for their skills. Currently there is a shortage of diesel mechanics to fill the need in sawmills, heavy equipment repair and the trucking industry.

Colville is a medical center for three counties. The hospital and medical center have recently been incorporated into the Providence system. In addition to being a full-service and emergency hospital, Providence is expanding the Colville facility, to include an Evaluation and Treatment Center for mental health patients. There is a Providence hospital in Chewelah as well. The list of healthcare providers in Stevens County also includes numerous nursing homes, home health care organizations and clinics. Northeast Washington Health (NEWHealth) provides primary care in its frontier clinics within the northeast three counties. The home office and clinic of NE Washington Tri-County Health District is located in Colville. In the past, key personnel from healthcare facilities participated in a skills panel, which resulted in a successful, though short-lived, nursing program offered by Spokane Community College in Colville. In answer to the need for rural nurses, another successful program called Rural Online Nursing Education (RONE) was initiated. With the numerous healthcare facilities already in operation, and ongoing expansion in Stevens County, there is a great need for registered nurses, nurse aides, medical assistants and other supportive allied health workers. The time is ripe for a revival of these two models of healthcare occupational training.

The government sector employs a sizeable number workers. Colville is the county seat. County and city workers, teachers and educators make up a large part of the local government sector. The count of other government workers is increased because the Colville National Forest headquarters is located in Colville as is the Northeast Region of the State Department of Natural Resources. It is the center for three counties of the State Department of Social and Health Services (DSHS), and State WorkSource system. US Border Patrol maintains a station in Colville. National Park Service manages the shores of Lake Roosevelt.

Stevens County has started a Broadband Action Team and will start mapping where broadband access is located. The group's activities will also include an educational piece that will educate the public as to how connectivity works and how it is accessed. Within the past three years cable has been installed and laid down across the county, bringing better Internet connectivity and access to the rural areas. The group continues to work toward solving the problem of limited Internet connectivity in rural areas.

Other employment sectors include The Spokane Tribe of Indians, which occupies 157,376 acres of southern Stevens County. Tribal enterprises include gaming facilities, convenience stores and fuel stops, a tribal Department of Natural Resources and fish hatchery. Many acres of tribal timberland were burned in the wild fires of 2015. Retail and service jobs will require a supply of workers to supply a Wal-Mart superstore and numerous grocery and other retail enterprises. Tourism and recreation continue to be a focus of economic development associations. A ski hill, Lake Roosevelt, and the National Forest are a draw for outdoor enthusiasts.

Walla Walla County

Walla Walla is the most populous of the nine counties of the Eastern Washington Partnership. It has the most diversified economy. The county was spared extreme economic downturn in the recent recession, with unemployment levels that stayed comparatively low. Agriculture, manufacturing, tourism, healthcare and transportation are important sectors. The county has the highest percentage (20%) of Hispanic population of the eastern counties, making it also the most diverse in terms of inhabitants.

Agriculture remains a strong and self-sustaining component of the county economy. Of the seven eastern Washington counties that produce wheat, Walla Walla is the third largest. Although famous for sweet onions that carry its name, and production of wine grapes, wheat remains the largest agricultural crop. Apples and cattle are also important commodities. Wheat and cattle require fewer people in the workforce, but apples, grapes, onions, asparagus, potatoes, carrots, peas and other specialty Walla Walla crops require many hands to pick, plant, prune, process and package. The largest employer in the county is an apple orchard, which employs as many as 2400 workers. Historically the labor intensive jobs of agriculture required migrant workers, hence the larger percentage of Hispanics in the county. Many of that group have remained within the community and become permanent residents.

Manufacturing is an important sector in the county. The west end of the county is where the heaviest industry is located. Tyson Foods, a large meat packing plant, employs nearly 1400 people, the second largest employer in the county. Packing Corp. of America /Boise Paper employs 600 people at its Burbank plant where paper products are manufactured. Other manufacturing operations include a steel reinforcement bar manufacturer and a metal recycling plant. Agricultural feed products are also manufactured. Food manufacturing which includes wine-making, plays an important role. The manufacturing cluster within the county includes companies that support agriculture with the manufacture of large scale equipment such as irrigation systems; machinery that prepares raw food for further processing; machinery that sizes, sorts and removes defective product and foreign material; machinery that prepares food for packaging; and machinery that conveys crops down the line from the field to the finished product. This machinery is used worldwide. A beverage producer makes multiple types of beverages, including carbonated soft drinks, shelf stable juice and juice-based products. The Walla Walla Foundry, which has over 100 employees, produces contemporary fine art for internationally known artists in bronze, aluminum, stainless steel and wood, as well as a variety of composite materials. An archery bow manufacturer has designed and manufactures a sophisticated compound bow designed for high performance archery. A host of other manufacturing operations contribute to the diversity of the county's economy.

Of course, transportation/warehousing is very important to both the agricultural and manufacturing sectors in the county. Railex LLC is a refrigerated rail service in partnership with the Union Pacific Railroad and CSX that transports fruits, vegetables and other temperature sensitive cargo, including wine, to California, New York, Illinois, and Florida. A large refrigerated warehouse is part of the company. Wheat, cattle, onions and wine are trucked and sent by rail to points within and outside of the county. Northwest Grain growers operate a silo and shipping facility on Port of Walla Walla property. Two very large wine storage warehouses have been built, and two more are in the works. Fresh fruit export was negatively impacted in 2015 due to west coast dock strikes. Apples are the state's largest agricultural export and many growers lost long term contracts because of this problem in the transportation conduit.

Washington State Penitentiary is located in Walla Walla. It is the third largest employer, with 1000 employees. Many jobs require no more than a high school diploma and jobs pay well. The prison population is 2,300. Previous expansions of the facility increased the need for trained personnel to fill new positions. Walla Walla community College offered a corrections program that provided trained workers for the facility. One workforce training provider is partnering with the corrections department to provide the Successful Transition and Reentry (STAR) program for recently released inmates. The job counselor develops job sites and assists with arranging housing for participants and on the job training reimbursements to employers.

The Port of Walla Walla has played an active part in the economy of the county. It owns land in the west end of the county where the largest manufacturers are located. It manages the airport and industrial park at the east of town. Numerous tenants conduct business on port property, including wineries, art studios, a bakery, aviation services and warehouses. Alaska Airlines operates two scheduled flights to Seattle daily.

Walla Walla is a healthcare hub for southeastern Washington. Two hospitals, nursing homes, clinics, hospice and home healthcare are critical to the economy. Healthcare facilities account for over 2,600 employees. The Veterans Administration operates a medical facility that includes an outpatient clinic and nursing home. This VA facility serves the entire southeastern region of the state. The penitentiary also operates a medical facility within its walls. With the extensive size of the healthcare sector, there is continual need for trained workers in the field.

Whitman College, Walla Walla University and Walla Walla Community College offer higher education opportunities for local residents and students who attend from elsewhere. The college presence provides a rich cultural environment both for students and local residents. SEA-TECH (Southeast Area Technical Skills Center) is a collaboration of six regional school districts that provides advanced-level Career and Technical Education coupled with academics, preparing high school age students for post-secondary education and successful entry into high-skill, high-demand careers and employment. Programs include digital media technology, health science careers, manufacturing and welding technology and electrical systems technology. The public K-12 systems have initiated new alternative education options for some students. At Lincoln (Alternative) High School a program informed by “Adverse Childhood Experiences” (ACE) studies, is in place. It takes a less punitive approach to teaching young people with behavior and learning challenges.

The banking and finance cluster is well represented in Walla Walla County. The banks have been strong contributors to community services business and foundations. They also form a strong support for agricultural commerce. There are many opportunities for jobs in this expanding sector. Information and Technology, Professional and Business Services and Finance and Insurance are sectors that are closely linked and projected to grow in the next four years.

The retail and service sector has enjoyed a boost since the recession, indicated by a new car dealership, more retail stores, increased hotel business and talk of a shopping mall being rejuvenated. Technology and software development are up and coming sectors in the county as well. Walla Walla is working to attract young tech grads from the Seattle area who would appreciate the lifestyle and lower cost of living that Walla Walla offers.

Whitman County

Whitman County lies to the north of the Snake River and to the south of Spokane. Agriculture is its prime economic driver. The county can boast that it harvests more wheat than any other county in the nation with nearly 30.5 million bushels in 2015, according to the National Agricultural Statistics Service.¹⁶ Lentils, dry peas and barley are other important crops. Garbanzo beans are shipped to the east coast, made into hummus, and from there marketed world-wide. In addition to jobs that are directly involved with the planting and harvest of crops, other businesses such as those that sell equipment, fertilizers and pest management products support the agriculture sector. A local miller who does custom flour mixing is but one example of a value-added business linked with the agriculture sector. The agriculture sector works well with WSU agriculture department to improve strains of crops for better production, and with the food science department to develop end products.

Washington State University is the largest single employer in the county, with one third of all jobs. The main campus is located in Pullman, with branch campuses in Spokane, Tri-Cities and Vancouver. Currently there are 28,500 enrolled students. Student residents account for a very large percentage of the county population. In addition to faculty and teaching staff, there are many jobs in the maintenance and operation of the campus. Other employment in the government sector includes schools, two hospitals and county workers.

Education spin-offs are many and include a company that builds and assembles specialized high tech equipment and measurement devices. Some products go to the food processing industry, to measure water activity in quality control applications. One more measures qualities in agriculture and soils. Another manufactures plastic injection molded electrical connective boxes. Schweitzer Engineering Laboratory is in the power protection industry. SEL creates products and solutions that minimize blackouts and electrical system damage due to accidents or adverse weather conditions. The company has expanded its operations to other sites in Spokane and Lewiston, Idaho. It now has over 3,600 employees and exports products to 144 countries. Software engineering and cyber-security are other areas of business that have been outgrowths of the university.

Warehousing and transportation is vital to the county because much of the wheat, barley and other crops are moved to ports to be exported across the country and to foreign lands. The west coast dock strike in the past year slowed the movement of these exports due to the bottleneck it caused on the docks. Some products like peas and lentils are taken to Spokane where they are cleaned and bagged for the retail market. The Port of Whitman operates three ports along the Snake River. Grain elevators are located on the properties, and the ports accommodate barges and trucks to ship the harvest to the Portland, Oregon market. In addition to the need for responsible carriers of goods, there is a need for workers who can support this industry such as diesel and equipment repairmen. The Pullman-Moscow Regional Airport has passenger flights daily to and from Seattle, making it possible for passengers to connect with cities across the country. This has proven to be an asset for the university and the businesses that are located in Whitman County. The airport is currently undergoing a realignment and expansion to accommodate larger aircraft and an increased number of passengers.

¹⁶ [Spokesman Review](#) Spokane [December 26, 2015](#) “Whitman County Wheat Leads the Way”

Healthcare is a growing industry in the county, and there is great need for entry level and mid skilled healthcare workers. Two hospitals, numerous clinics, nursing homes, home healthcare organizations, hospice, and public health agencies represent a sampling of situations where shortages are occurring. There were openings for 37 registered nurses listed in the most recent ESD Employment Listings Online web site. Medical assistants, nurse aides, and other allied health occupations are increasingly in demand.

County and WDC Summary

Each of the nine Eastern Washington counties has its distinct identity and economy. Some are thriving while others will be addressing significant challenges within the next five years. Most are showing economic improvement since the Great Recession of 2008. There are differences in the numbers, but unemployment rates for some of the nine are now at an all-time low. The county with the highest and the county with the lowest unemployment rates in the state are both located within the WDA 10 service area. Preliminary January 2016 unemployment rate indicate that Ferry has the highest rate at 13.3% and Whitman the lowest in the state at 5.2%.

It is difficult to find commonalities across the entire area, but still the counties have some shared features with each other and with the state. All the counties do a fair amount of export business, making a significant contribution to the state economy. Agricultural crops such as wheat, barley, peas and beans are grown, transported and shipped to markets overseas and within the U.S. Raw materials like lead, zinc, gold and silica are mined and then processed into a product that is transported abroad. Manufactured goods like aluminum boats, stoves, electronic measurement instruments, agricultural processing equipment, timber products and air conditioning equipment have a global market. The rural counties are every bit as affected by global economic events as are larger counties.

The Government sector plays a large role in the nine counties. This includes schools, healthcare in some instances as well as local administration and maintenance. A large proportion of the area consists of state and federal management of public lands, dams, highways, law enforcement, forests and parks. The personnel employed to work these jobs is a high percentage in proportion to the small overall population.

Transportation and warehousing are very important in all nine counties because goods must be moved out to the final destination. Conversely, supplies are shipped into the area to be used by local manufacturers and growers. Chemicals and soil amendments are continuously moved within the area to assist farmers in the growing of field crops. Specialty crops like onions, potatoes, mint, apples and meat products are taken to processing plants and warehouses where they are either manufactured into food products or stored for later shipping to market. In addition to anecdotal information gathered for this plan, labor market statistics tell us that transportation is the top growth sector at the end of 2015 for Washington State.

Information on the following chart is taken from:

Estimated one-month employment change by industry, seasonally adjusted
Washington state, November 2015 to December 2015
Source: Employment Security Department/LMPA; U.S. Bureau of Labor Statistics,
Current Employment Statistics

Employment Change Washington State November-December 2015	
Total nonfarm	7,200
Transportation, warehousing and utilities	2,200
Government	1,600
Information	1,300
Financial activities	1,100
Education and health services	1,100
Wholesale trade	1,000
Other services	800
Construction	600
Manufacturing	600
Mining and logging	0
Leisure and hospitality	-700
Retail trade	-900
Professional and business services	-1,500

Seven of the nine counties list Heavy and Tractor-Trailer Truck Drivers in the top first, second or third rank of job listings in the most recent posting.

Information on the following chart is taken from:

Top 25 occupations advertised online
 Washington state and counties, November 2015
 Source: Employment Security Department/LMPA; The Conference Board,
 Help Wanted OnLine job announcements

Heavy and Tractor Trailer Truck Drivers November 2015		
County	Ranking	Number of Openings
Asotin	#3	6
Ferry	#1	13
Lincoln	#1	19
Pend Oreille	#1	11
Stevens	#2	22
Walla Walla	#3	32
Whitman	#1	77

The WDC will support efforts to train for and fill these positions.

The healthcare sector, like the state, shows strong growth in all nine counties. There is a need for registered nurses in all but four counties. The information on the following chart is taken from:

Top 25 occupations advertised online
 Washington state and counties, November 2015
 Source: Employment Security Department/LMPA; The Conference Board,
 Help Wanted OnLine job announcements

Healthcare Jobs Listed in Top Five Rankings by County November 2015			
County	Occupation	Rank	Number of Openings
Asotin	Registered Nurses	#1	33
	Occupational Therapist	#2	8
Columbia	Medical Secretary	#2	2
Ferry	Registered Nurses	#2	5
	Physical Therapist	#3	4
Garfield	Phys Therapist Asst	#4	1
Lincoln	Occupational Therapist	#2	4
	Physical Therapist	#5	2
Stevens	Registered Nurses	#1	25
	Physical Therapist	#3	11
	Nurse Aides	#5	10
Walla Walla	Registered Nurses	#1	76
	Medical Svcs Mgrs	#4	25
Whitman	Registered Nurses	#3	37
	Occupational Therapist	#4	26
	Physical Therapist	#5	25

Healthcare-related occupations are some of the most in-demand on the list of on-line job announcements published by LMPA. Eight counties include at least one healthcare occupation in the top five ranking on their employer demand list. The current listing shows openings for 176 registered nurses alone. While some of the most in-demand occupations, such as physical therapists, require a master's or doctorate degree, many of the above listed jobs do not require that much training. Entry level registered nurses require a two-year associate degree. This credential can be earned within the area with training provided by both Walla Walla Community College and Spokane Community College. It will be a goal of the WDC to support the increase of training opportunities for nurses because the need is great. Nurse aides are trained on many nursing home and clinical sites by the establishment that is hiring. Workforce training programs will continue to assist participants in achieving the CNA credential. For some the CNA is a first step to a career in healthcare. In rural areas especially, it is common for individuals to move up the career ladder incrementally. The WDC will join with healthcare providers to outline a workable plan to create pathways for individuals who wish to embark on a healthcare path. On-the-job training, internships, and incumbent worker training are strategies that may be employed to reach that goal. As a footnote, rural hospitals have found that the greatest success rate for recruitment of physicians occurs when the candidate has grown up in a rural setting, attained schooling in a rural setting, and completed residency in a rural facility.

Manufacturing is an important sector for all counties. Manufacturing includes a wide spectrum of products in these nine counties including the fabrication of durable goods like aluminum boats, heat stoves and dry-cleaning machinery; assembly of electronic technology products like precision measuring

equipment and heavy duty computers; the milling of lumber, paper and mine products; the processing of food items like juice, frozen food, wine and meat; and the packaging of crop seed and animal feed. The WDC will encourage the partnership of manufacturers and educators in the region to develop relevant curriculum so that once trained, students will be able to step into available jobs and eventually move up the manufacturing career ladder. As an example of jobs related to manufacturing, a small sampling of data provided by Employment Security Department/LMPA supports the opinion that manufacturing will be a strong sector in years to come. These occupations show both a high growth rate and a relatively large number of annual openings.

In its planning meeting, the Workforce Development Council brought forth some areas of concern, which were consistent with concerns voiced by numerous employers within the region. With regard to youth and education, members felt that they would like to see students directed to training that would prepare them for careers that do not necessarily require a four-year academic degree. According to regional labor economist observations, job trends have changed. Eighty percent of emerging jobs will require an AA degree or less. These occupations are referred to as “mid-skill” jobs, and they pay well and offer job security.

Members thought that high school students should have more exposure to business training, because many of the new jobs will be entrepreneurial in nature. Jobs in the trades for example, often lead people into being in business for themselves. Many high schools in the area provide opportunities for students to learn these skills with activities such as entrepreneurial fairs where they create their own businesses and share with the public. Business Week is a “camp” held at a college campus where students learn business basics from successful business people. A high school guidance model that works for many students places them in an advisory group with teachers who share the students’ career interest. Local WDC members thought that a high school model that focuses on teaching occupational skills along with academics is a good approach for the new working generation. The Skills Center example requires the collaboration of two or more school districts. The curriculum at the South East Area Technical Skills Center (SEATech) in Walla Walla addresses in-demand occupational job needs. SEATech currently offers courses in digital media, health sciences, manufacturing, and electrical systems.

WDC members noted that a very difficult problem in today’s job market is that applicants are lacking in basic work maturity skills. They would like to encourage WIOA program activities to include elements that can teach qualified workers to be on time for work, stay on task, and discourage absenteeism. Another problem that comes up is the tricky situation of drug use, especially marijuana, now that it has been legalized in Washington. For safety reasons employers must ensure that workers are not on the job in an impaired condition, and so random drug tests may be given to employees, and new applicants are expected to be able to pass the test as a condition of hire. Many cannot pass.

Planning Process

The Eastern Washington Partnership strategic planning process for WIOA began in November, 2015.

Staff conducted research on the demographics and economy of the nine counties. The writer interviewed key informants from throughout the area to gather anecdotal information for each county. Interviews included people from economic development organizations, county commissioners, private business owners, school personnel and service delivery staff. Interviewees were chosen from a representative cross section of the area's education and employment sectors. The Employment Security Department Labor Market Analysis branch was interviewed and provided timely and researched-based data on demand industry sectors, labor force and emerging trends.

Interview questions centered around key and foundation industries, including agriculture, new technology, infrastructure, global economic markets, and education and workforce needs. The interviews took place between November 15, 2015 and February 15, 2016.

Staff met with the regional board and Workforce Development Council on December 10, 2015 for a planning session facilitated by Washington State University County Extension Director. The WDC members reviewed goals, objectives and strategies at that meeting, formulating a revised vision of the employment and training activities updated to reflect WIOA guidelines. Staff then summarized the ideas generated at the meeting and created the goals, strategies and objectives. For each of the next four weeks each of the goals, with supporting objectives and strategies was emailed to all council and board members. Feedback was encouraged, and changes were made to the language in the document.

The plan includes data that is based in census and state labor market statistics. It also includes subjective information contributed by local residents.

The written draft was sent out for review to Council members on February 22, 2016 via email. It was shared and reviewed with WorkSource partners at a meeting on March 23, 2016 thus beginning the public comment period. The plan was made available for public review through its publication on the Workforce Development Council's website on April 20, 2016. The plan was available electronically and was made available in hard copy upon request.

A draft of the plan was sent to the Workforce Training Education Coordinating Board on May 3, 2016

A final hard copy was approved and signed by the Workforce Development Council and the Regional Board of County Commissioners at the joint meeting on May 26, 2016. The final draft of the plan was sent electronically to the Workforce Training Education Coordinating Board on June 1, 2016

Thanks to WDC members and Regional Board of Elected Officials who participated in the planning session on December 10, 2015.

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Kathy	Covey	BMAC CEO
Lesa	Crane	DVR Counselor
Don	Dashiell	Stevens County Commissioner
Nathan	Davis	Ferry County Commissioner
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Scott	Hutsell	Lincoln County Commissioner
Jim	Jeffords	Asotin County Commissioner
Ellen	Jensen	Hewes Marine
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Mary	Schmidt	Employment Coordinator
Ted	Shuler	DCT Chambers Trucking
Morgan	Smith	Employment Coordinator
Mary	Sterling	Employment Coordinator
Art	Swannack	Whitman Co. Commissioner
Mike	Talbott	Columbia Co. Commissioner
Rod	Van Alyne	E&T Director
Jennie	Weber	ESD Eastern Regional Director
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Deana	Zakar	Kinross Gold Corporation