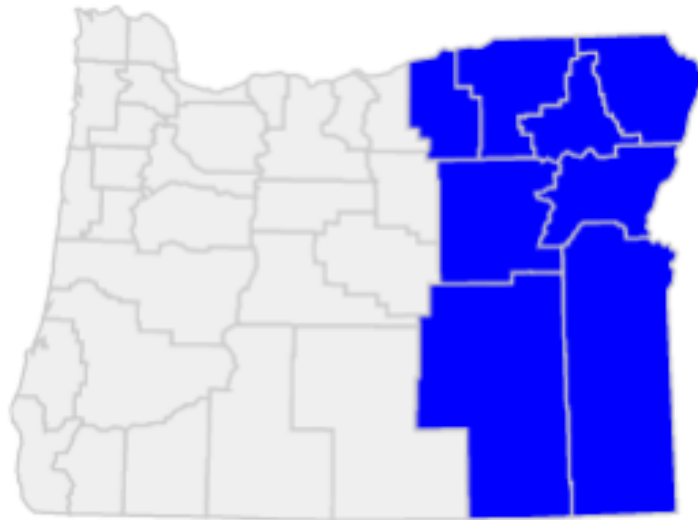




Local Plan

EASTERN OREGON

Baker, Grant, Harney, Malheur, Morrow, Umatilla,
Union, and Wallowa Counties



July 1, 2020 – June 30, 2024

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Workforce and Economic Analysis

Please briefly address any available economic analysis that focuses on expectations for the COVID and post-COVID economy.

The Eastern Oregon Local Workforce Area comprises eight counties (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa). Analysis of the entire Eastern Oregon area does not capture the economic picture of each county in much the same way as an analysis of the entire United States does not capture the economic picture of each state. Eastern Oregon counties have a varied mix of industries, resources, demographics, and seasonality. The following are highlights of the area's economic conditions. See [Attachment B Eastern Oregon Economic Analysis - 2020](#) for a more comprehensive analysis of the workforce area.

Since March 2020, many businesses have laid off workers, some layoffs are temporary, some are permanent, and some businesses have even closed permanently. On the other hand, the area continues to see businesses trying to hire employees, some unsuccessfully. The EOWB has received feedback from the community that suggests multiple reasons for high unemployment numbers, almost all are in some way related to the pandemic:

- Additional federal funding (ie., CARES act) has been made available to eligible claimants, increasing overall benefit amounts that claimants receive;
- Where there was already a shortage of daycare providers, the shortage has gotten worse;
- People are afraid of working in jobs where they risk exposure to the virus; and
- People are concerned about how their kids can attend school virtually while they are at work. Most daycare providers are not currently set up to support an all-day daycare/school tutoring program.

Once the federal programs expire and school is back in session it is anticipated that many individuals will return to work and there may not be enough jobs available for everyone.

1.1 Analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.

Industry Growth and Decline

Eastern Oregon's total employment gained 4.6 percent from 2007 to 2018 while private employment gained 8.4 percent. Total employment dropped during the Great Recession, hitting a low point in 2010. In 2015, the region's total and private employment levels returned to where they had been in 2007. Growth beyond recovery has come since 2015.

Manufacturing has seen continued growth since 2009. However, Morrow, Umatilla, and Union counties represent roughly 92 percent of this growth. Umatilla County saw a loss of 1,070 workers in professional and business services since 2009. The information industry has been on a tear in Morrow County since 2009, adding 490 workers for the period. This represents nearly all growth for the industry in Eastern Oregon. In leisure and hospitality 42 percent of growth since 2009 came in Umatilla County, with 41 percent of growth in Union, Malheur, and Grant counties. In construction, Umatilla, Morrow, and Malheur counties represent 90 percent of growth since 2009. In Retail trade, Baker, Morrow, and Union counties account for the majority of growth.

Wages

Eastern Oregon’s total average annual wage grew from \$30,485 in 2007 to reach \$39,939 in 2018, a gain of 31.0 percent (unadjusted). The private sector annual average wage grew from \$28,282 in 2007 to reach \$37,281 in 2018, a gain of 31.8 percent. Adjusted for inflation, total average annual wage growth was a modest 8.2 percent with private-sector growth of 8.8 percent.

Wage records indicate that 7.9 percent of Eastern Oregon’s workforce earned minimum wage (\$10.50) in 2018 and almost half (43.4%) earned \$15.00 per hour or less. Morrow County had the fewest minimum wage workers in 2018 (3.5%) while Harney County had the most (12.3%); Malheur was a close second at 12.1 percent. Morrow County also had the fewest workers earning \$15 per hour or less (35.7%) while Malheur County had the most (51.7%).

1.2 Analysis of the knowledge and skills required to meet the employment needs of Eastern Oregon employers, including employment requirements for in-demand industry sectors and occupations.

Long-term Industry Outlook

Industry level employment projections (2017-2027) show expected growth of 10 percent, or 7,200 jobs total over the coming decade. The top three private-sector industries by projected growth are education and health services (+1,300 jobs), natural resources and mining (+1,000 jobs), and manufacturing (+900 jobs). Most of the growth in private education and health services is expected in health services. The natural resources and mining industry should see most of the growth come in natural resources, primarily in crop and animal production in Morrow and Umatilla counties. Roughly two-thirds of growth in manufacturing should come in Morrow and Umatilla as well: primarily in food manufacturing. Other notable industries for projected growth are leisure and hospitality (+13% or 800 jobs), and construction (+20% or 500 jobs).

Long-term Occupational Outlook

Along with the projected 7,200 job opening due to growth, roughly 93,800 job openings are also expected from the need to replace workers. All told, roughly 80 percent of projected job openings are in occupations that require no more than a high school diploma – 42 percent of openings are projected in occupations that don’t require a diploma. Occupations that don’t require at least a high school diploma tend to be low skill, low wage, and are often seasonal. A high school diploma is the competitive level of education for 56 percent of projected job openings over the next decade.

Occupations with a median wage above \$16.36 per hour are considered high wage for Eastern Oregon. High wage occupations account for roughly 31 percent of all projected job openings for the region.

Eastern Oregon Job Vacancies by Required Education Level, 2019

Required Education Level	Vacancies	Average Hourly Wage	Full-time Positions	Permanent Positions	Requiring Previous Experience	Difficult to Fill
All Education Levels	2,147	\$18.83	78%	84%	54%	61%
No Requirement	591	\$12.91	72%	78%	28%	59%
High School Diploma	601	\$14.22	75%	89%	47%	53%
Postsecondary or Other Certification	742	\$27.53	84%	82%	77%	72%
Bachelor's or Advanced Degree	141	\$26.58	98%	98%	82%	55%
Unknown	72	\$20.67	64%	69%	28%	46%

Table 1.1

Population

Population growth from 2008 to 2018 centered largely in Umatilla and Union counties. Grant, Harney, and Morrow each saw a decreasing population for the ten-year period. Over the year, light decreases came in Grant, Morrow, Union, and Wallowa. Over-the-year growth centered largely in Umatilla County, with Malheur County picking up a solid gain as well.

Demographics

Families accounted for two-thirds of all Eastern Oregon households in 2018, with married couples representing half of all households.

Compared with the state, Eastern Oregon had a larger share (27%) of workers 55 or older in 2018 and a smaller share (62%) of workers in their prime working years, 25 to 54. This varied significantly among the eight counties. Grant, Harney, and Wallowa counties had the largest share of older workers. Umatilla and Union had the smallest share of older workers.

1.3 Analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.

Employment

Overall, Eastern Oregon has been slow to recover jobs lost during the Great Recession. Rural economies often lag in the business cycle and this was true of Eastern Oregon. Jobs recovery occurred for the region in 2015. The area has seen growth continue during the last few years with the private sector in the driver's seat.

Unemployment and Labor Force

While not all Eastern Oregon counties have returned to pre-recession employment and labor force levels, all counties, were at or near historic low unemployment rates in 2018. A tight labor market exists where many employers have difficulty finding qualified workers to fill vacancies.

Education

Educational attainment varies widely by county. Just 75 percent of the population 25 or older holds a high school diploma and just 1 out of 10 adults holds a bachelor's degree or higher. Malheur and Umatilla also have low rates for high school graduates, and for bachelor's degree or higher.

Eastern Oregon Educational Attainment - 2018

	Eastern Oregon	% EO 25 and Over	Oregon	% Oregon 25 and Over
Population 25 years and over	122,378	-	2,850,693	-
Less the 9th grade	7,738	6.3%	105,456	3.7%
9th to 12th grade, no diploma	10,851	8.9%	168,726	5.9%
High school graduate (includes equivalency)	37,372	30.5%	656,365	23.0%
Some college, no degree	33,346	27.2%	732,477	25.7%
Associate's degree	11,223	9.2%	249,852	8.8%
Bachelor's degree	14,072	11.5%	583,144	20.5%
Graduate or professional degree	7,776	6.4%	354,673	12.4%

Source: Oregon Employment Department and U.S. Census Bureau, ACS 5-Year 2018

Table 1.2

There is not currently a way to track certifications and professional licenses specifically held by Eastern Oregon residents, and therefore they are not included in the educational data.

Barriers to Employment

Estimates from the 2018 American Community Survey (ACS) suggest less than half of 18- to 64-year-old residents with a disability in Eastern Oregon are currently in the labor force. Compared to approximately 4 out of 5 residents without a disability being in the labor force.

While the ability to speak a foreign language can make a job applicant more desirable to a potential employer, the ability to speak English is likely a requirement for most jobs. In Eastern Oregon, among the working age population who speak another foreign language, only 7 out of 10 also speak English very well.

See [Attachment C: Barriers to Employment Demographics](#) for more barriers to employment demographics.

1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, to address the needs identified in 1.2.

Workforce development activities for a participant are determined by need and are varied. A comprehensive assessment may include an Individual Employment Plan, Career Planning, or other activities.

Workforce Development Activities Provided by Eastern Oregon's WSO Centers

Detailed description of activities provided in [Attachment D: Summary of Services](#)

- Career Solutions including workforce Preparation, Short-Term Pre-Vocational Services and Licensing and Certifications
- Internships and Work Experiences
- Occupational Skills Training
- Workplace Training and Cooperative Education
- Skills Upgrading and Retraining
- Entrepreneurial Skills Training
- Job Readiness Training
- Adult Education and Literacy
- Pre-Apprenticeships
- Registered Apprenticeships
- Financial Aid Information

Strengths of Area Services

Career guidance/development is a strong resource for adults and dislocated workers. It is a basic skill service; however, this allows for the self-reflection of a person's career goals, provision of labor market exploration, and training information/opportunities in a one-on-one exploration or group setting. It provides a method to focus on existing and emerging in-demand industry sectors and occupations.

The highest utilized training programs during the same period were the Occupational Skills and On-the-Job Training programs, followed by Basic Skills in English as a Second Language (ESL) and Secondary Education (GED/HS Diploma).

Weaknesses of Area Services

Due to the significant geographic size of Eastern Oregon, not all services are readily available in the smaller communities for a variety of reasons. One reason is a lack of readily available providers for training in local areas. Providing opportunities for apprenticeships in Eastern Oregon is an ongoing challenge, due to the programs being highly regulated, especially in the multiple counties in Eastern Oregon that border Washington and Idaho, which have more business-friendly regulations that give them an edge in the competition for skilled workers.

Capacity to Provide Needed Services

The capacity exists to provide services based on needs identified in section 1.2 by focusing on:

- Offering more training opportunities in the area for high-wage, high-demand jobs;
- Increasing opportunities for training in growing industries and their related occupations;
- Expanding high school diploma programs to better serve rural residents; and
- Working more closely with our Title V service provider to enhance services to our 55+ labor force.

1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area.

Analysis and Description of Youth Workforce Activities, Including Activities for Youth with Disabilities

Workforce Development Activities Provided for Youth

- Tutoring, study skills, instruction and dropout prevention
- Alternative Secondary School Service or Dropout Recovery
- On-the-job training
- Supportive Services
- Follow-up services
- Paid and Unpaid Work Experience
- Occupational Skills Training
- Postsecondary preparation and transition activities
- Services that provide labor market information
- Leadership Development Opportunities
- Adult Mentoring
- Comprehensive Guidance and Counseling
- Entrepreneurial skills training
- Financial Literacy Education

Strengths of Youth Training Programs

Indicators show a high number of youth utilizing the WSCs for Career Guidance and placement. Work Experience (Paid or Unpaid) placement was also strong. The completion rate of all youth in the GED tutoring programs is about 50%. Supportive Services are strong for youth to attend and take part in work related trainings. Youth incentives for goal attainment is a strong reinforcer as each step in an employment plan is achieved.

Weaknesses of Youth Training Programs

Staffing for programs (such as GED Preparation outside of the K-12 system) is limited due to the population, community funding resource, and the size of each county within the system. GED Preparation services in some areas is limited to online and follow-through by the youth using this method is not strong. Adult Mentors are also limited in areas of Eastern Oregon.

Services for Youth with Disabilities

Youth case managers work closely with local community colleges and high schools to assist youth, including those who have barriers, in obtaining their educational goals.

Successful Models and Best Practices for Youth Workforce Activities

Student Internship Program – Morrow County
Oregon Youth Corps – Harney County

Strategic Vision and Goals

Include how your vision, goals, and strategic planning process may respond to significant changes in your local area due to major events (e.g., the COVID pandemic, etc.).

The EOWB has reviewed its vision and goals and has not found a need to revise them to address the pandemic. How the goals are carried out is addressed annually and will continue to evolve to address changing circumstances. Since the onset of the pandemic in early 2020, the EOWB has repurposed funds to help small businesses survive the shutdowns and will continue to regularly reevaluate the use of its resources to best serve the vision, mission and goals of the organization.

2.1 The EOWB's vision and goals for its local workforce system in preparing an educated and skilled workforce, including goals for youth and individuals with barriers to employment.

Our Vision

Eastern Oregon individuals, businesses and communities are prosperous.

Our Goals

- Customer-Centric Goal: Coordinate a customer-centric workforce system that is easily accessible, highly effective, and simple to understand.
- Business Solutions Goal: Work with businesses and community partners to identify and provide customized workforce solutions to help area businesses thrive.
- Qualified Workforce Goal: Guide and support efforts to prepare and deliver a workforce qualified to enter and advance in high-wage and high-demand jobs.
- Emerging Workforce Goal: Collaborate with businesses and support partners to provide young people with information, education and experiences that engage their interests, spur further career development, and connect them to employers.

2.2 How the board's vision and goals align with and/or supports the vision of the Oregon Workforce and Talent Development Board (WTDB)

WTDB Vision: Equitable Prosperity for All Oregonians

Alignment with Oregon WTDB Vision

When Eastern Oregon individuals, businesses and communities are prosperous, it contributes to all Oregonians being prosperous.

Alignment with Oregon WTDB Goals

- Workforce systems that are easily accessible, highly effective, and simple to understand empower people and provide the training and education necessary to succeed.
- When businesses and community partners come together to help businesses succeed, employers are empowered and able to create more opportunity for individuals and communities to thrive.
- Both employers and individuals prosper as people are matched to jobs that benefit both the individual and the employer when qualified workers of all ages and abilities are available.

2.3 Describe how the EOWB's goals, strategies, programs, and projects align with and will contribute to achieving the WTDB's Imperatives, Objectives, and Initiatives.

- 1. Advancing equity and inclusion and connecting all of Oregon's communities (tribal, rural, urban, and others);**
The EOWB encourages the consideration of diversity when invitations are extended to participate on the Board of Directors.
- 2. Working collaboratively and expanding workforce system partnerships, especially public-private partnerships;**
The Board convenes area stakeholders to create synergy and eliminate duplication. Sector Partnerships increase effective public-private partnerships.
- 3. Acting on bold and innovative strategies that are focused on results;**
By focusing on outcomes of successful projects, new strategies are found to innovate processes and expand services to replicate positive results in additional Eastern Oregon areas.
- 4. Aligning workforce system programs, services and investments;**
Centralized workforce systems and stronger community collaboration create better aligned programs, services and investments. Centralized systems also increase awareness, access and utilization of programs and services.
- 5. Increasing awareness, access, and utilization of workforce system programs and services;**
Work with community partners that serve individuals of all ages and abilities, to achieve a better understanding of issues that hinder individual success.
- 6. Understanding the true wages required for self-sufficiency and advocating solutions that address gaps;**
Collaborating with community support partners to organize support services and reduce duplication to encourage the best use of resources. Ongoing communication.
- 7. Increasing problem-solving and critical thinking skills in students, youth, and adults;**
Work with youth to prepare them to enter the workforce. Advance educational opportunities that develop a work system conducive to employer needs.
- 8. Creating and recognizing industry-driven credentials of value including essential employability skills;**
Work with businesses to identify opportunities to determine credentials that are of value.
- 9. Increasing progress toward achieving Oregon's Adult Attainment Goal.**
Address attainment gaps by supporting the development of post-secondary credentials needed and recognized by employers.

2.4 Board actions to become and/or remain a high-performing board. These include, but are not limited to, four categories with accompanying indicators, based on national best practices and characteristics of high performing local boards.

- 1. Data-driven Decision-making: The Board is positioned as the "go to" source for labor market information among community partners.**

The EOWB shares updated information received from state partners with its Board of Directors, County Commissioners and community partners on a regular basis.

The Board utilizes the labor market intelligence provided by regional economists for decision making. Labor market intelligence is used by The EOWB to:

- Inform which partnership activities to focus on
- Prepare for future opportunities
- Research and apply for additional funding opportunities, when available

2. Strategy: The Board monitors and updates a strategic plan. The Board frames board meetings around strategic initiatives and utilizes a consent agenda.

The EOWB monitors and updates its strategic plan biennially.

The EOWB utilizes a consent agenda and has drafted strategic initiatives for the 2020-2022 biennium. Once approved, the strategic initiatives will be included in each board meeting agenda.

3. Partnerships and Investments: The Board collaborates regularly with core partners and organizations beyond the core partners. The Board is business-driven and uses a sector-based approach to engage local employers.

The EOWB works closely with its local leadership team, board members and local businesses to drive informed decision-making regarding sector partnerships, WSO center operation, and strategic planning.

The EOWB's initiatives are driven by local business needs from sectors with in-demand high-wage jobs.

4. Programs: The Board promotes efforts to enhance provision of services to individuals with barriers to employment. The Board has established policies, processes, and criteria for issuing individual training accounts that align with its identified goals, strategies, and targeted industries.

The EOWB works with community partners to ensure promotion and support for the provision of inclusive services to those with barriers to employment. The EOWB has adopted policy on Individual Training Accounts (ITA), which states specifically that funding for an ITA is limited to participants who:

- Complete an assessment and an IEP that identifies the selected training course;
- Are unable to obtain grant assistance from other sources to pay the costs of training or require assistance beyond available grant resources from other sources, such as Pell Grants to complete their training goals;
- Select training programs in alignment with the local plan that are directly linked to an in-demand industry sector or occupation or sectors that have a high potential of sustained demand or growth in the local area, the planning region, or in another area that the participant is willing to travel or relocate; and,
- Maintain satisfactory progress throughout the training program.

2.5 Describe how the board's goals relate to the achievement of federal performance accountability measures.

Customer-Centric Goal: Customers will get the support they need within the partner network making them more likely to succeed at getting and retaining employment and meeting education goals as the workforce system becomes more customer-centric.

Business Solutions Goal: Opportunities are created that help both employers and individuals by working with businesses and community partners to provide customized solutions to workforce challenges. Businesses are more likely to maintain partnerships when resources are focused on solutions that meet their needs.

Qualified Workforce Goal: More participants are likely to stay in programs that provide support and a living wage on the path toward their goals.

Emerging Workforce Goal: There is the potential to increase the amount of young people entering the local workforce by demonstrating that there are opportunities for them to make a living wage in a career they can enjoy.

EOWB Partnerships and Development Strategies

Include how your partnerships and investment strategies may change/respond to significant changes in your local area due to major events (e.g., the COVID pandemic, etc.).

The EOWB and its partners are devising collaborative ways to support the WorkSource network of partners to deliver services in innovative ways.

3.1 The local board's strategy to work with the organizations that carry out core programs to align resources in Eastern Oregon, in support of the vision and goals.

Efforts to work with area workforce partners to support alignment of service provision to contribute to the achievement of OWIB's goals and strategies:

- There is representation from many area workforce partners on the local Board.
- Workforce partners are invited to participate on various EOWB sub-committees.
- The Local Leadership Teams (LLT) meets regularly and includes the organizations that carry out core programs in Eastern Oregon WSO centers, including a representative from each of the required workforce partners. The LLT works to align service provision between all required partners and eliminate the duplication of services.
- Partnerships are being convened in sectors identified as having the most potential for contributing to economic growth.

The EOWB, in partnership with the LLT, will identify measurable outcomes for improving and maintaining alignment of resources.

3.2 The programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006.

Oregon Employment Department (OED)
Oregon Department of Human Services (DHS)

- Vocational Rehabilitation (VR), Title IV
- Self Sufficiency Program (SSP) –
Temporary Assistance to Needy
Families (TANF) and Supplemental
Nutritional Assistance Program (SNAP)

Higher Education Coordinating Commission
(HECC) - Community College Workforce
Development (CCWD)
Blue Mountain Community College (BMCC)
Treasure Valley Community College (TVCC)

Area Education Service Districts
Area School Districts
Oregon Human Development Corporation
(OHDC)
The EOWB's Contracted service provider(s)
The contracted Title V service provider for
Eastern Oregon
CTUIR – Tribal VR
Economic Development
Baker Technical Institute (BTI)
Eastern Oregon University (EOU)
Oregon Commission for the Blind

3.3 Describe efforts to work with partners to support alignment of service provision to contribute to the achievement of WTDB's goals and strategies.

The following efforts will encourage work with partners to support alignment of service provision:

- The EOWB's website is updated regularly
- The EOWB identifies additional community partners and includes them in activities
- There is ongoing partner communication to support sector partnerships
- There is increased Board engagement
- There is increased collaboration among community partners, area businesses and WSO centers.

The EOWB reaches out to area support partners by sharing information on a regular basis. The EOWB has collaborated on multi-partner projects and will continue to do so.

3.4 Strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by the Oregon Employment Department and the EOWB's contracted service providers to improve services and avoid duplication.

The ongoing coordination of services provided in Eastern Oregon WSO centers is done through the Local Leadership Team (LLT), which makes recommendations to the EOWB on how to best implement the WorkSource Oregon Operational Standards for the area. This joint effort improves service and eliminates duplication by maximizing coordination of services among the program providers.

3.5 How the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria.

In accordance with the EOWB bylaws, the EOWB Chair will create an ad-hoc committee of board members to oversee the process of WIOA application review and evaluation. The committee will organize the process.

The EOWB will work closely with Title II applicants as recommended by guidance received from the state for the next round of competitive Title II Program grants to ensure alignment with our local plan.

3.6 Efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners.

The EOWB contributes to an environment that favors development of entrepreneurs and small businesses by supporting entrepreneurial skills training, working with community partners to include entrepreneurship in outreach efforts, and including entrepreneurship support as a priority when developing programs and in economic development work. Information on entrepreneurial programs is provided by the EOWB's contracted service provider(s) and other WSO center partners when performing exploratory services.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

The EOWB works with the local education service districts and postsecondary programs by including them on the LLT, and by involving them in sector partnerships and other community and business support activities. The One-Stop Operator assists with identifying potential duplication of services and works with the LLT to coordinate those services.

Community colleges coordinate the career technical programs/courses with k-12 through Education Service Districts and school districts to ensure career pathways articulate from one entity to the other and that students matriculate seamlessly.

3.8 Efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers.

An inventory of local support service providers has been completed and the EOWB One-Stop Operator coordinates with the LLT to ensure provision of services to support customers. WSO center staff work with customers to ensure that they are connected to the services and resources they are eligible for and may benefit from.

3.9 Based on the Workforce and Economic Analysis, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

The Eastern Oregon Workforce Board will focus additional strategic efforts and resources on the following target populations identified in the Workforce and Economic Analysis section of this plan:

- | | |
|--|--------------------------------------|
| 1) Low income and households receiving TANF or SNAP (53,155) | 5) Long-term unemployed |
| 2) Individuals with disabilities (14,219) | 6) At risk youth |
| 3) Individuals over 55 years (60,994) | 7) Ex-offenders reentering society |
| 4) *Individuals lacking basic literacy skills (17,844) | 8) *English language learners |
| | 9) *Migrant and seasonal farmworkers |

*Overall in Eastern Oregon these percentages are low. However, due to the higher percentages in specific counties, these populations will be included in those counties with significant numbers.

3.10 Based on the analysis described Section 1, identify all industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe. Identify whether the Next Gen model is being used for each sector partnership.

Current sector partnerships in Eastern Oregon using Next Gen model: Manufacturing and Healthcare

Sectors in Eastern Oregon qualifying for consideration:

- | | |
|--------------------------------|---------------------------|
| ➤ Natural Resources and Mining | ➤ Construction |
| ➤ Transportation | ➤ Leisure and Hospitality |

Sector partnerships that qualify for consideration may be adopted if there is a group of business “champions” willing to drive the effort.

3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sector strategies identified in 3.10 and targeted populations identified in 3.9.

Eastern Oregon’s Sector Partnerships are being re-launched in smaller areas and have not identified priorities for action yet. As each partnership identifies its priorities, the EOWB will determine how to best invest resources to support the work being done in the partnerships and make sure that the target populations are served.

3.12 Identify and describe the strategies and services that are and/or will be used to facilitate engagement of employers, support a local workforce development system, coordinate workforce development programs with economic development partners and programs, and strengthen linkages between the one-stop delivery system and unemployment insurance programs. This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1.

Strategies and services that will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies. The EOWB:**
- Attends and supports the organization of employer events.
 - Participates in regional business services coordination and outreach efforts.
 - One-Stop Operator regularly visits the WSO centers and stays updated on the latest employer and workforce trends, including in-demand industry sectors and occupations. Front-line staff who work directly with employers and individuals at the centers provide feedback and recommendations to the One-Stop Operator to encourage continued responsiveness to business needs.
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses**
- The EOWB's strategy to coordinate workforce development programs with economic development partners and programs is to include area economic development partners in business outreach efforts, including sector partnerships.
 - The EOWB communicates regularly with businesses directly and through workforce partners to ensure programs meet business needs and to address feedback for continuous improvement.
- C. Better coordinate workforce development programs with economic development partners and programs**
- Coordinate with economic development partners in the area on a regular basis both directly and through organized meetings and/or events.
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs**
- Where applicable, job seekers are given contact information of Unemployment Insurance (UI) Division staff and UI claimants can register in a WSO center.
 - Relationships between the one-stop delivery system and UI programs have been strengthened through development and adoption of official Rapid Response Protocol, which ensures that area UI representatives are included in Rapid Response communications and are invited to participate in Rapid Response sessions.

The EOWB is working with area WSO centers to develop work-based learning programs and customized training programs in collaboration with business services and sector partnerships.

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

EOWB does not currently have funding outside of state and federal funds. However, additional grant funding is continually being pursued.

Program Design and Evaluation

Include how your program design may change in response to recent major events (e.g., the COVID pandemic, etc.) in your local area.

The EOWB has reviewed its program design and evaluation plan and has not found a need to revise it to address changes in communication brought on in response to the pandemic. Because of the pandemic, most communication is now happening through third-party technology (virtual meetings, phone, etc.) instead of in-person. Exceptions may be made to provide reasonable accommodations as needed.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

The EOWB is working with partners who carry out the core programs to expand access to resources by:

- Improving access in the WSO centers to all partner programs, and through collaboration with partners to provide expansion of services in and around the local centers.
- Working with its network of community partners to increase youth outreach by improving collective information about training, education and employment resources at partner offices and local education agencies.
- Searching for opportunities to co-house with more community partners where and when possible.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions.

The EOWB will regularly review current Career Pathways and other relevant information. This information outlines and describes in-demand, emerging and high-wage industries in our area. The EOWB collaborates with area secondary and post-secondary education providers to ensure there are Career Pathways offered that align with business needs in the area.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources.

The EOWB works with the LLT to determine how to improve utilization of co-enrollment in core programs to maximize efficiencies and use of resources.

Cross training between WSO center partners is completed periodically to ensure dissemination of program eligibility parameters and changes, and to identify comparable benefits to eliminate the duplication of service efforts. Co-enrollment is encouraged when appropriate and enhanced through releases of information (ROIs) and sharing agreements, to better inform participants of the availability of services.

The LLT will explore development of a more formalized communication strategy that would include communication with workforce partners regarding active participants. A formalized referral process will be discussed to assist with communication and follow up.

4.4 Describe the one-stop delivery system in Eastern Oregon, consistent with the One-Stop Center Definitions including:

- A. The EOWB's efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers.**

The EOWB evaluates market information and shares it regularly with our WSO center partners and area employers. This enables area workforce system partners to stay aware of and responsive to the ever-changing employment needs of local employers, workers and job seekers.

The EOWB will work with the local eligible training providers to ensure awareness of employment needs in the area and are offering relevant, accessible training and education programs.

- B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas through technology and other means.**

The LLT represents leaders from the area who are experienced at providing services in the rural area using innovative methods. The EOWB will identify best practices among the LLT service providers and create a place to share the technology and other processes used to serve such a geographically diverse population.

The EOWB One-Stop Operator will ensure that there is access to all WSO center services through a variety of means to ensure accessibility to services for all.

- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

The WSO centers strive to be accessible to all customers, without regard to status or ability. The WSO centers use principles of universal and human-centered design, such as flexibility in space usage; the use of pictorial, written, verbal and tactile modes to present information for customers with disabilities or limited English proficiency; providing clear lines of sight to information for seated or standing users; providing necessary accommodations; and providing adequate space for the use of assistive devices or personal assistants.

To further support its service to individuals with limited English proficiency, many WSO centers employ bilingual staff. Additionally, the iMatchSkills website can be accessed in English or Spanish. The EOWB mandates that all WSO centers provide reasonable accommodations and modifications, this would also include architectural, programmatic and website accessibility for persons with disabilities. Each center is equipped with assistive technologies and accommodating features, including a computer with common accessibility devices such as Job Access With Speech (JAWS) - screen reader, Zoom Text, enabled sticky keys, modified keyboards and other input devices. Staff members are trained on the maintenance and operation of available assistive technology devices.

A State assigned officer, or designee, evaluates each WSO center at least every three (3) years to ensure compliance with Americans with Disabilities Act (ADA) standards. In collaboration with the Equal

Opportunity Officer and the Vocational Rehabilitation Department, the EOWB One-Stop Operator reviews the physical accessibility and the availability of accommodating information technology of all WSO centers and services to ensure that customers with a disability can fully avail themselves of WSO services.

D. Describe the roles and resource contributions of the one-stop partners by providing a summary of the area’s memorandum of understanding (and resource sharing agreements, if such documents are used).

The MOU states that the Eastern Oregon WorkSource (EOWS) system partners are committed to working together to focus efforts and resources. This will ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the EOWS system. Partners also agree to resource sharing and equal opportunity laws. The following One-Stop partners are included in the MOU and required to contribute to WSO center resources:

Partner	Roles and Resource Contributions
Oregon Employment Department (OED)	Unemployment Insurance - Claim Entry Job search assistance
EOWB Contracted service provider(s)	WIOA Title 1B
Higher Education Coordinating Commission (HECC)	Postsecondary education and training coordination
Oregon Human Development Corporation (OHDC)	Economic advancement of farmworkers and underserved communities
Oregon Department of Human Services (DHS)	
Vocational Rehabilitation (VR), Title IV	Services for people with disabilities
Aging and People with Disabilities (APD)	Services for people over 65 or with disabilities
Self Sufficiency Program (SSP)	Temporary Assistance to Needy Families (TANF) Supplemental Nutritional Assistance Program (SNAP)

The EOWB includes a more detailed description of the roles and resource contributions of the one-stop partners in [Attachment E: Memorandum of Understanding](#).

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners.

An integrated technology-enabled intake and case management information system is not being implemented at this time. Employing a system that would work for all partners without compromising current capabilities is not currently feasible with the resources available.

4.5 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement the occupational skill development expenditure minimum. Clearly state whether the local board will (Option A): Expend a minimum 25% of WIOA funding under the local board’s direct control on occupational skill development.

The EOWB is committed to Option A, the 25% minimum of WIOA funding that is within the Board’s direct control for occupational skills development. The minimum training expenditure is listed as ‘required’ in the Request for Proposals, WIOA Adult, Dislocated Worker and Youth services. All

applicants must demonstrate in their proposed budgets the 25% minimum for occupational skills training.

The EOWB contract to the selected provider states there must be compliance with rules, policies and procedures issued by the US Department of Labor, State of Oregon, and by the grantor, including those adopted during the life of the Agreement. Oregon Workforce Talent and Development Board Policy requires minimum training expenditures. Therefore, the contracted provider is bound by Oregon State Policy.

The budgets are continually monitored by the EOWB Controller to ensure compliance of the 25%.

4.6 Describe the policy, process, and criteria for issuing Individual Training Accounts (ITAs) including any limitations on ITA amounts.

Participants are assessed and referred to appropriate training services through career specialists, who determine work skills, gaps and aptitude. This is accomplished using applicable pre-assessment tools. Assessment results are input into a database and become part of the participant's record. Results of the assessment will be used to assist in setting occupational goals, identifying barriers and developing appropriate steps to overcome barriers.

Participants entering an ITA are required to apply for available grants and scholarships before being issued Title 1B funds. WIOA Title 1B funds provide for the expense of the training while the other potential scholarships may provide for the other costs of living. The career specialist and participant will then develop a training plan and budget, with all available funding. Results of the application documentation of any funding approval or denial, as well as an agreed upon budget form are documented in the database. These documents will be attached to the purchase order and become part of a financial record.

The EOWB's [Individual Training Account Policy #P0004 \(Attachment F\)](#) outlines the specific requirements for issuing ITAs.

4.7 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. See Local Plan References and Resources.

When the EOWB requests proposals for WIOA services they ask how a provider will assess a participant's goal, needs and placement in training. They may also ask about how services are provided and how measurement of customer service is assessed. These types of questions are cues for participant choice.

The EOWB Individual Training Account policy states that participants choose career training in consultation with workforce professionals. Annual monitoring of the EOWB WIOA provider includes a review the participant choice policy.

4.8 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate.

The EOWB identifies in-demand industry sectors and occupations in local and relevant surrounding areas using information provided by the Regional Analyst. The EOWB updates, reviews and shares this information.

The EOWB will include in the request for proposals for a training provider(s), and in the resulting contract(s), the requirement for training services to be linked to either the identified industry sectors or occupations in the area, or in-demand jobs in Eastern Oregon or an area that the customer has identified that they are willing to relocate.

4.9 Describe how rapid response activities are coordinated and carried out in the local area.

The EOWB Rapid Response activities follow the 10 Quality Principles that are guided by the Rapid Response Practitioners Guide, Federal and State Policies. The EOWB is connected with the partners that work daily with the local employers and are aware of when they are struggling and in need of Layoff Aversion resources. These resources will assist them to adapt to a changing economy, stay in business, and/or retain employees. The EOWB follows an eight-step process:

1. Initial Notification of Layoff or Closure
2. Investigation
3. Initial On-Site Meeting
4. Transition Team and Pre-Layoff Services
5. Employee Survey
6. Employee Information Session
7. Programs and Services Planning
8. Employer Feedback or Follow-up

More detailed information on Rapid Response protocol including team members, the Designated Communication List, and suggested presenters are identified in [Attachment G - Eastern Oregon Rapid Response Protocol](#)

4.10 Describe the design framework for youth programs utilized by the local board, and how the required program elements are to be made available within that framework.

The WIOA required youth program elements are made available through the programs identified in section 1.5 of this plan.

The strategies, used by the EOWB WIOA service provider, must use one or more of the required elements stated in section 1.5 formulating an overall plan. Service strategies developed by EOWB's Workforce provider(s) will prepare youth for employment and/or post-secondary education through strong linkages between academic and occupational learning.

The Service Strategies will be made available to the youth using electronic technology (virtual learning, phone calls, video chats, etc.), web-based programs, in-person at WSO centers or partner offices. Accommodation needs will be met for EOWB area youth.

Compliance

5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract.

Requests for proposals (RFP) are released throughout the state of Oregon to select a service provider(s) for the Eastern Oregon area. RFPs are also posted on the EOWB website. A committee with representation from the EOWB Board of Directors is convened to review the request for proposals and select the service provider(s).

The name of the current contracted service provider is the Training and Employment Consortium (TEC), whose current contract is from July 1, 2019 through June 30, 2021, with an option to extend for an additional year.

5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop centers.

The EOWB has received an exception from the Governor to be the One-Stop Operator (OSO) for 2019-2021.

A Request for Proposals (RFP) is posted to award the OSO as required by WIOA – currently every four years. The most recent RFP was posted in 2017 and no proposals were received. Therefore, the Eastern Oregon Jobs Council (EOJC) with the EOWB requested an exception to be granted by the Oregon Governor to operate as the OSO, which was approved. The OSO is due to be renewed in 2021, at which time an RFP will be posted.

5.3 Provide an organization chart as Attachment A that depicts a clear separation of duties between the board and service provision.

[Attachment A - Organization Chart](#)

5.4 Local Board Membership Roster form

[Attachment H - Local Board Membership Roster](#)

5.5 Policy and process for nomination and appointment of board members

In accordance with the Eastern Oregon Workforce Board Bylaws, the Chief Local Elected Official shall make all Workforce Board appointments as directed by the Jobs Council.

[Attachment I - Local Board Membership Criteria](#)
[Attachment J - Nomination and Appointment Policy](#)

5.6 Local Workforce Development Board Certification Request form

[Attachment K - Appointment and Certification of Local Workforce Development Board](#)

5.7 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

Farideh Alvijeh, Eastern Oregon Workforce Board, (541) 963-3693
 PO Box 933, La Grande OR 97850

5.8 Identify the entity responsible for the disbursement of grant funds.

The disbursement of grant funds will be managed by the Eastern Oregon Workforce Board.

5.9 Indicate the negotiated local levels of performance for the federal measures.

WSC Performance Elements	Target	Adult	Dislocated Worker
Percentage of participants in Employment – 2 nd quarter after exit	70.5%	75.6%	77.3%
Percentage of participants in unsubsidized Employment- 4 th quarter after exit	68.0%	73.5%	74.4%
Median Earnings of Participants –unsubsidized employment	\$6,000	\$6,391	\$6,796
Percentage of participants who obtain a recognized postsecondary credential or secondary school diploma (or Equivalent) during participation or within one year after exit	45%	75.9%	76.5%
Percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.	N/A	N/A	N/A
Percentage of repeat employers using core program services more than once within the previous three years	N/A	N/A	N/A
Percentage of employers using core program service out of all employers in the State served by the public workforce system.	N/A	N/A	N/A

5.10 Indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area.

The fiscal agent provides a financial/budget report at the quarterly EOWB meetings and a single annual audit is completed each year by an outside independent auditor.

The contracted service provider(s) is monitored through an online database and through program expenditures by staff. The service provider(s) also reports to the EOWB at least twice during the Program Year at their quarterly meetings.

The EOWB Executive Director provides a report to the Board of Directors about the progress of the funded programs and the EOWB Board members are given the annual WIOA performance elements report to review.

One-Stop Delivery System – No performance indicators are currently in place for the One-Stop delivery system. A plan is being drafted for implementation on July 1, 2020.

5.11 Description of the replicated cooperative agreements in place between EOWB and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Currently, the MOU is the only cooperative agreement in place between the EOWB and the Department of Human Services' Office of Vocational Rehabilitation, which allows the sharing of information and encourages collaboration between all WSO center partners.

A review of the services offered to individuals with disabilities and other individuals will be conducted by the One-Stop Operator and recommendations to enhance the provision of services will be shared with the EOWB and the Local Leadership Team.

5.12 Describe the process for getting input into the development of the local plan and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here.

All EOWB Board members and the Local Leadership Team are encouraged to share this information with businesses and labor in the area.

Opportunity for Public Comment:

- The plan will be posted online for a minimum of 30 days before being submitted.
- The local plan is posted on the EOWB website at www.eowb.org.

Updates to Note in Plan Post Public Comment Period:

4.10 of Program Design and Evaluation

As per EOWB's policy, P-006 Youth Services Eligibility, defines Needs Additional Assistance and Basic Skills Deficient for both In-School and Out of School youth. The policy is intended to assure eligible youth have the skills to become employed and continue along career paths that lead to greater self-sufficiency. See [Attachment O](#) Youth Services Eligibility for detailed information.

5.13 EOWB has no concerns with ensuring all required compliance components are in place.

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Officials and the Workforce Development Board
- Local Workforce Board Bylaws
- Code of Conduct
- Approved Budget
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable

- Required policies on the following topics:
 - **Financial Management** including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs
 - **Program Management** including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, determination of an insufficient number of eligible training providers in the local area (if applicable), transitional jobs, stipends, training verification/refunds,
 - **Risk Management** including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
 - **Board Operation** including board appointment, board resolutions, conflict of interest
 - **Human Resources** including employee classification, benefits, holidays and PTO, recruitment and selection, employee development, discipline, layoffs, terminations, and severance, drug policy, sexual harassment, equal opportunity/non-discrimination
- Professional Services Contract for Staffing/Payroll Services, if applicable
- Contract for I-Trac Data Management System

5.14 Provide the completed copies of the following local board approval forms:

- **Statement of Concurrence** – [Attachment L](#)
- **Partner Statement of Agreement** – [Attachment M](#)
- **Assurances** – [Attachment N](#)

WIOA compliant versions of these documents will be posted soon.

When these documents become available, they will be posted with the other attachments on the EOWB website at <http://www.eowb.org/plan-resources.html>.