

# **Workforce Innovation and Opportunity Act**

## **Eastern Oregon Plan**

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

**Submitted by**

Eastern Oregon  
Workforce Board

July 1, 2016 – June 30, 2020

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# Executive Summary

## **The Goal of this Strategic Plan**

The goal of this strategic plan is to create guidance for the Eastern Oregon area workforce system, taking into account the unique characteristics of the area.

## **The Role of the Eastern Oregon Workforce Board**

The role of the Eastern Oregon Workforce Board (EOWB) is to convene area stakeholders in the workforce system, provide oversight to the system, and promote alignment and integration of services and resources to provide effective solutions to businesses and individuals for the area's workforce needs.

# Acknowledgments

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Oregon AFLCIO

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Carpenters Apprenticeship

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Dana Young  
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Oregon Employment Department

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Baker Technical Institute

Randy Fulton  
Harney County Economic Development Corporation

Susan Hughes  
Oregon Department of Human Services – Vocational  
Rehabilitation

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Wendy Hill, Oregon Department of Human Services

## **Board Staff**

William D. Rosholt, Executive Director

Erin Carpenter, Director of Projects

Brenda Frank, Program-Planner Specialist

# Introduction

The Eastern Oregon Workforce Board (EOWB) will provide goals on what is to be accomplished and will outline how the work is done by communicating a plan that will work for the unique characteristics of the Eastern Oregon area. EOWB will provide guidance and will facilitate connections between the participating agencies and community partners in the eight county area.

This plan identifies four key goals, which all support achievement of EOWB's vision:

- **INCREASE ACCESSIBILITY** - Create a customer-centric workforce system that is centralized, easy to access, highly effective, and simple to understand.
- **PROVIDE EFFECTIVE BUSINESS SOLUTIONS** - Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.
- **STRENGTHEN AREA WORKFORCE** - Match training and job seekers to opportunities, build in-demand skills, and accelerate career momentum for area workforce.
- **ENGAGE YOUTH** - Attract, develop and retain talent by providing young people with information, education and experiences that engage their interests, spur further career development, and connect them to employers.

## **GUIDING PRINCIPLES**

The guiding principles identify core or foundational values for the workforce development system that will be used as a lens for evaluating the goals, strategies and actions (adopted from OWIB and tailored for Eastern Oregon).

- Customers of the workforce system include both businesses and individuals (job seekers, working learners and youth).
- Data, including customer input, drives continuous improvement and accountability of the system.
- EOWB facilitates local decision-making to achieve its vision and goals.
- Strategies are business-led, demand-driven and benefit all customers.
- Customers have access to a simple, flexible and streamlined system.
- System agencies and organizations are agile and nimble to respond to customer needs.
- The system promotes equity and strives to reach equitable outcomes, including but not limited to addressing the unique needs of families in poverty and individuals with disabilities.
- Collaboration within the workforce system and with other policy areas occurs through sector strategies, and at the local and regional level.
- Development strategies and decisions are results-driven, not program-driven, to optimize long-term results for customers served, to build a strong economy and to achieve EOWB's goals.
- The system adopts tools and promising practices from other states or communities rather than creating new ones, whenever appropriate.
- The workforce system targets development strategies to high-wage, high-demand occupations in sectors where the opportunities are the greatest.

# Workforce and Economic Analysis

## Economic Conditions in Eastern Oregon

### INDUSTRY: 2005-2015

The Eastern Oregon Local Workforce Area is comprised of eight counties (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union and Wallowa). The change in employment for each industry in Eastern Oregon from 2005 to 2015 can vary widely by county. For this reason, outliers or atypical counties which demonstrate a dominating shift effect were removed while analyzing for industries in growth or decline.

**Construction:** Shows growth of 390 jobs (+17.4 percent) over this period. But this is due to a *shift effect* caused by Morrow County's enormous growth over recent years; having added 440 construction jobs (+880.0 percent). When we remove Morrow County from the analysis, construction actually shows a net loss of 50 jobs (-2.3 percent) over the remaining seven counties.

**Information:** Morrow has a similar shift effect on the information industry. Morrow added 170 information jobs (+566.7 percent) giving the appearance that information grew by 12.0 percent across Eastern Oregon. Removing Morrow's shift effect reveals a net loss of 80 jobs overall, which is actually an 11.1 percent decline for the industry.

**Education and health services:** Stands out as a growth industry in all eight counties, adding 1,600 jobs (+24.4 percent); slightly less than Oregon's increase of 30.2 percent or 60,000 jobs. Malheur came in at the low end of this industry (+13.9 percent) and Morrow at the high end (+128.6 percent).

Three industries with the highest amount of jobs in the area are actually declining:

- Mining and logging lost 110 jobs (-27.5 percent) in Eastern Oregon; a larger percentage loss than Oregon at -18.8 percent.
- Financial activities lost 400 jobs (-16.8 percent); a larger percentage loss than Oregon at -7.5 percent.
- Manufacturing lost 1,090 jobs (-14.5 percent); also a larger percentage loss than Oregon at -9.0 percent.

### POPULATION: 2010-2015

Eastern Oregon is relatively small compared to the whole of Oregon in terms of population. According to the most recent population estimates by Portland State's Population Research Center, Oregon's population reached 4,013,845 in July 2015; a growth of 4.6 percent from 2010–2015 and 17.31 percent since 2000. In comparison, Eastern Oregon's share of total state population has decreased. Eastern Oregon accounted for only 4.66 percent of the State's population in 2015.

While Eastern Oregon's combined population has risen over the years, five counties have experienced diminishing population since at least 2000: Baker, Grant, Harney, Malheur, and Wallowa, with Grant County seeing the largest drop - 6.36 percent. Since 2010, this trend has reversed in three of the five counties with Baker, Malheur, and Wallowa seeing slight upward movement; Grant and Harney however, continue to decrease. Overall population growth for Eastern Oregon has come primarily from Morrow, Umatilla, and Union counties, and the vast majority of growth has come from Umatilla alone.

Umatilla's share of growth in the region has added 64 percent of the region's population increase.

## BUSINESS GROWTH: 2001-2014

The total number of business units in Eastern Oregon stood at 5,948 at the end of 2014. This growth of 489 units represents a 9.0 percent increase since 2001. The total number of units grew steadily at a rate of 1.3 percent from 2001 to 2007 increasing by 8.0 percent overall. Through the recession, the number of units and did not grow to surpass the pre-recession peak again until 2014; this represents a growth rate of 0.75 percent from 2010 to 2014.

Private business accounted for 62.0 percent of the overall growth between 2001 and 2014 while government business accounted for 38.0 percent. The growth in private business was spread across Malheur, Morrow, Umatilla, Union, and Wallowa counties. Harney County saw a small increase of only 1.9 percent, while Baker and Grant both saw a decrease; 1.1 percent and 7.8 percent, respectively.

## WAGES: 2001-2014

The annual average wage has increased for Eastern Oregon from 2001 to 2014. This represents an average increase of 2.7 percent per year for the 14 year period, which hovers close to the average annual rate of inflation (2.3 percent) over the same time period. Annual average private wages rose by 2.9 percent per year on average, while government wages rose by 2.5 percent per year on average over this period.

Area	Total Jobs	\$9.25 hr or less	% of Total	\$15.00 hr or less	% of Total
Oregon	1,887,646	100,182	5.3%	737,892	39.1%
Baker	5,142	420	8.2%	2,561	49.8%
Grant	2,216	179	8.1%	978	44.1%
Harney	2,177	214	9.8%	1,081	49.7%
Malheur	13,107	1,454	11.1%	6,816	52.0%
Morrow	6,050	211	3.5%	2,041	33.7%
Umatilla	31,116	2,087	6.7%	15,937	51.2%
Union	9,982	685	6.9%	4,337	43.4%
Wallowa	2,415	154	6.4%	1,107	45.8%
EO	72,205	5,404	7.5%	34,858	48.3%

Based on a recent study done by Oregon's state employment economist, Nick Beleiciks, 48.3 percent of workers in Eastern Oregon earn \$15.00 per hour or less and 7.5 percent earn \$9.25 per hour. For Oregon as a whole, 39.1 percent of workers earn \$15.00 per hour or less and 5.3 percent earn \$9.25 per hour. These figures vary widely for each county across Oregon.

## Knowledge and Skills Required to Meet Eastern Oregon Business Needs

### OCCUPATIONS AND EDUCATION: 2012-2022

Between 2012 and 2022 there are 23,769 job openings projected for Eastern Oregon. Two types of openings occur; those created by growth in industry (growth openings), these are new jobs that do not currently exist; and those created by someone leaving a currently held position (replacement openings), these are jobs that currently exist in Eastern Oregon.

Twenty occupations stand out as having the highest number of total openings (growth plus replacement) and they account for 37 percent of all projected openings by 2022. Of these 20 occupations, the three expected to provide the highest number of jobs are retail salespersons, food prep and serving workers, and cashiers. These occupations typically have an entry level education requirement of high school diploma or less, are more prone to seasonal swings, and have lower average wages. This is a trend among many of the top 20 occupations by total openings, and in fact only four of the top 20 require an entry level education above high school.

When we consider all occupations in Eastern Oregon we find a similar trend. Of the 23,769 projected job openings, 74 percent have an entry level requirement of high school or less. While many of these occupations

pay lower average wages, which is common for jobs not requiring an education greater than high school, some of them pay high wages.

When considering occupations in Eastern Oregon, 48 percent of all projected openings by 2022 have a competitive education level above high school. Two out of five job openings – 39 percent of all openings – have a competitive education level of postsecondary training, associate’s degree, or bachelor’s degree. Many of these jobs pay higher wages and are less subject to seasonal swings. Three such occupations, which happen to be found in the top 20 by total openings, are registered nurses, teaching assistants, and correctional officers. Firefighters, bookkeepers and accountants, nursing assistants, truck drivers, medical secretaries, and general office clerks all appear high on the list of job openings for Eastern Oregon, have higher average wages, and have a competitive level of education of postsecondary or above.

### OTHER SKILLS IN-DEMAND BY EASTERN OREGON EMPLOYERS

Employers in Eastern Oregon have identified that many employment candidates lack soft skills and/or a strong work ethic. Lacking these skills often makes individuals less desirable applicants, and less likely to be considered for promotional opportunities.

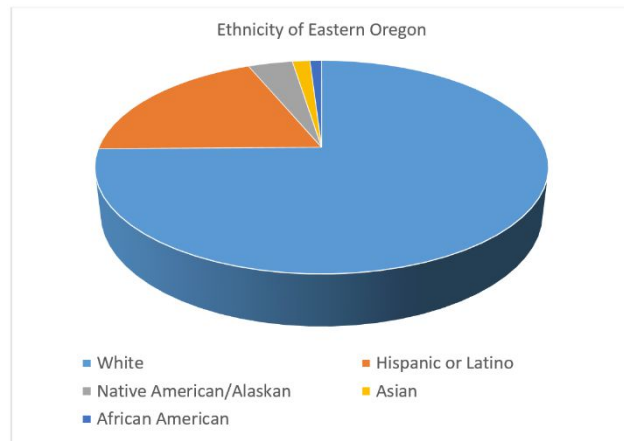
- **Soft skills:** communication, interpersonal skills, leadership, adaptability, problem solving, critical observation, conflict resolution
- **Work ethic:** Integrity, responsibility, quality, discipline, teamwork, professionalism, respect, dependability, dedication, determination, accountability and humility

## Analysis of the Local Workforce

### DEMOGRAPHICS

Eastern Oregon’s population is predominately white, with Hispanic or Latino accounting for the second largest group by race, Native Americans and Alaskan Natives are next, followed by Asians, and then African Americans. Racial categories below 1.0 percent in Eastern Oregon were not included.

In Malheur and Morrow counties, Hispanics or Latinos account for greater than 32.0 percent of the population, and in Umatilla this group accounts for greater than 24.0 percent of the population. The majority of the remaining population is predominately White in each of these three counties, representing between 63.0 and 68.0 percent.



Most households in Eastern Oregon are family units (67.7 percent). Thirty-two percent of households have children under 18, and 52.0 percent of households have married couples. Of all households in Eastern Oregon, 27.2 percent are people living alone, and 40.0 percent of those living alone are over the age of 65.



Share of Workers by Age Group			
Area	Under 25	25-54	55+
Oregon	12%	66%	22%
Baker	13%	61%	26%
Grant	11%	61%	29%
Harney	14%	61%	25%
Malheur	15%	62%	24%
Morrow	10%	64%	25%
Union	15%	61%	24%
Umatilla	15%	62%	23%
Wallowa	10%	58%	31%
Eastern Oregon	14%	62%	24%

Morrow County has the largest percentage of family households for its population (75.0 percent) as well as the largest percentage of households with children under the age of 18 (37.7 percent). Wallowa County has the lowest percentage of family households (61.6 percent), and also has the lowest percentage of households with children under the age of 18 (19.6 percent). Wallowa County also has the largest percentage of people living alone (35.3 percent) of which 41.1 percent are over the age of 65.

Just over 84 percent of all Eastern Oregonians over the age of 25 are high school graduates, however only 16.9 percent have a Bachelor’s degree or higher. This is slightly lower than Oregon’s 89.5 percent of high school graduates, but only half as many as the percentage of Oregonians who have earned a Bachelor’s degree or higher (30.1 percent). And educational attainment varies widely by county. Wallowa is at the high end with 93.5 percent of its over 25 population having earned a high school diploma and 24.0 percent having earned a Bachelor’s or higher. Morrow is at the low end with only 75.5 percent of the over 25 population having earned a high school diploma and only 9.7 percent holding a Bachelor’s or higher.

**EMPLOYMENT: 2001 TO 2014**

Eastern Oregon’s total nonfarm payroll employment stood at 67,393 in 2001. Leading up to the beginning of the great recession in December 2007, employment increased at an annual average rate of 0.6 percent per year. By the end of 2007 employment had grown a total of 3.6 percent. This was the region’s peak level of employment between 2001 and 2014. The great recession lasted from 2008 to 2009, and by the end of 2010, total nonfarm employment had fallen to 3.5 percent below its peak. Losses were seen in private as well as government employment. With only one exception, each county has experienced on average 6 years of decline in private employment and 7 years of decline in government employment between 2001 and 2014. However, one county of the eight is anomalous – Morrow County saw no decrease in total employment since the Eastern Oregon peak year of 2007. While Morrow, Umatilla, Union, and Wallowa counties currently have employment levels above their 2001 marks, only Morrow currently has levels above the pre-recession peak. As of 2014, Baker, Grant, Harney, and Malheur still had employment levels below their 2001 marks.

On the whole, Eastern Oregon has seen some slow recovery in the number of workers employed. This is common for rural areas, which often feel lingering effects of economic downturns long after urban areas are once again in full stride. Since 2011, Eastern Oregon’s total nonfarm employment has increased at an annual average rate of 0.37 percent.

**UNEMPLOYMENT**

At the end of 2014, the annual average non-seasonally adjusted unemployment rate for Eastern Oregon stood at 8.2 percent, 0.5 percentage points higher than it was at the end of 2001.

Eastern Oregon’s unemployment rate rose to 8.7 percent in 2003, and then dropped to 5.9 percent by 2007. The unemployment rate for all Eastern Oregon counties, except Harney, rose by 0.5 to 1.6 percentage points between 2001 and 2003. From 2003 to 2007, each county’s unemployment rate dropped at least 2.0 percentage points to reach a combined county average 5.9 percent in the year just prior to the recession.

At the end of 2009, only 455 fewer people were employed in Eastern Oregon than had been at the end of 2007. But due to the large increase in the number of people looking for work, the unemployment rate jumped from 5.9 percent in 2007 to 10.7 percent in 2009.

It appears that the decrease in the unemployment rate and its near return to the 2001 rate has been fueled primarily by the decrease in people looking for work, and the subsequent decrease in the number of unemployed. This is seen in the fact that the number of employed remains 4,320 fewer than in 2001, and the labor force remains 4,277 fewer.

Year	Unemployment Rate	Labor force	Employed	Unemployed
	Annual Ave.	Annual Ave.	Annual Ave.	Annual Ave.
2001	7.7%	85,492	78,897	6,595
2002	8.0%	87,070	80,116	6,954
2003	8.7%	87,300	79,714	7,586
2004	8.5%	85,568	78,334	7,234
2005	7.9%	83,625	77,020	6,605
2006	6.6%	83,677	78,172	5,505
2007	5.9%	84,619	79,656	4,963
2008	7.3%	86,004	79,739	6,265
2009	10.7%	88,721	79,201	9,520
2010	10.5%	86,478	77,360	9,118
2011	10.0%	86,840	78,148	8,692
2012	9.6%	84,626	76,507	8,119
2013	9.0%	81,342	74,011	7,331
2014	8.2%	81,215	74,577	6,638

### BARRIERS TO EMPLOYMENT

By recent data from the Census Bureau’s 2013 American Community Survey (ACS), almost 16.0 percent of the total civilian noninstitutionalized population in Eastern Oregon have some type of disability. 50.0 percent of those with a disability are 18 to 64 years of age and 43.3 percent are 65 or older. Of the working age population with a disability, 30.6 percent were employed and 50.3 percent were not in the labor force. In comparison, 73.7 percent of Eastern Oregon residents in this age group without a disability were employed and 19.1 percent were not in the labor force.

	Number	Percent of 18 to 64	Percent of Group
Total: 18 to 64	115,505		
With an employment disability:	18,738	16.2%	
Employed	5,729	5.0%	30.6%
Unemployed	1,295	1.1%	6.9%
Not in Labor Force	9,432	8.2%	50.3%
No employment disability:	99,049	85.8%	
Employed	72,978	63.2%	73.7%
Unemployed	7,181	6.2%	7.2%
Not in Labor Force	18,890	16.4%	19.1%

	Number	Percent of Population	Percent of Group
Total	169,741		
Speak only English	142,528	84.0%	
Speak a Foreign Language at Home	27,213	16.0%	
Speak English "Very Well"	15,590	9.2%	57.3%
Speak Spanish	24,295	14.3%	
Speak English "Very Well"	13,401	7.9%	55.2%

Although the ability to speak a foreign language can make a job applicant more desirable to a potential employer, most jobs require the ability to speak English. In Eastern Oregon, 84.0 percent of residents age 5 and older speak only English. 16.0 percent of residents speak a foreign language at home. Only 6.9 percent of the population speaks English “less than very well.” Among residents speaking a language at home other than English, Spanish is the majority language spoken. Spanish speakers represent 14.3 percent of the population and 55.2 percent of the Spanish speaking population speaks English “very well.”

There are an estimated 67,404 households in Eastern Oregon. 7.5 percent of those households are comprised of a female householder with children under the age of 18 and no husband present. Another 2.7 percent of households are comprised of their counterparts; a male householder with children under the age of 18 and no wife present. Combined, single parents account for 10.2 percent of households in Eastern Oregon.

## EDUCATION

Slightly more than 84 percent of all Eastern Oregonians over the age of 25 are high school graduates. However, only 16.9 percent have a Bachelor’s degree or higher. The area’s graduation rate is only slightly lower than Oregon’s 89.5 percent of high school graduates, but the percentage of Oregonians who have earned a Bachelor’s degree or higher (30.1 percent) is twice as many as Eastern Oregon. Educational attainment varies widely by county. Wallowa is at the high end with 93.5 percent of the population over 25 holding a high school diploma and 24.0 percent holding a Bachelor’s degree or higher. Morrow is at the low end with only 75.5 percent of the population over 25 holding a high school diploma and only 9.7 percent holding a Bachelor’s degree or higher.

<b>EDUCATIONAL ATTAINMENT</b>	<b># of People</b>	<b>% of People</b>
Population 25 years and over	121,053	
Less than 9th grade	8,049	6.6%
9th to 12th grade, no diploma	10,907	9.0%
High school graduate (includes equivalency)	37,874	31.3%
Some college, no degree	32,915	27.2%
Associate's degree	10,900	9.0%
Bachelor's degree	12,912	10.7%
Graduate or professional degree	7,496	6.2%

### Area Workforce Partnerships

All area WorkSource Centers will provide comprehensive career planning, training, placement assistance and business services, coordinating with the following area workforce partners:

Oregon Employment Department (OED)

- Unemployment Compensation
- Adult/Dislocated Worker services

Oregon Department of Human Services (DHS)

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

Higher Education Coordinating Commission (HECC), Community College Workforce Development (CCWD)

Blue Mountain Community College (BMCC)

- Adult/Basic Education Training (Baker, Umatilla, Grant and Morrow counties)

Treasure Valley Community College (TVCC)

- Adult/Basic Education Training (Harney and Malheur counties)

Confederated Tribes of the Umatilla Indian Reservation – Tribal Vocational Rehabilitation

Area Educational Service Districts

Area School Districts

Baker Technical Institute (BTI)

Eastern Oregon University (EOU)

Experience Works

Oregon Human Development Corporation (OHDC)

Current area service providers

- Adult/Dislocated Worker services
- Youth services
- JOBS program

Economic Development

- Business Oregon
- Small Business Development Centers (SBDC)
- Northeastern Oregon Economic Development District (NEODD)
- Local Economic Development

**ADULT, DISLOCATED WORKER AND YOUTH EXPLORATORY SERVICES**

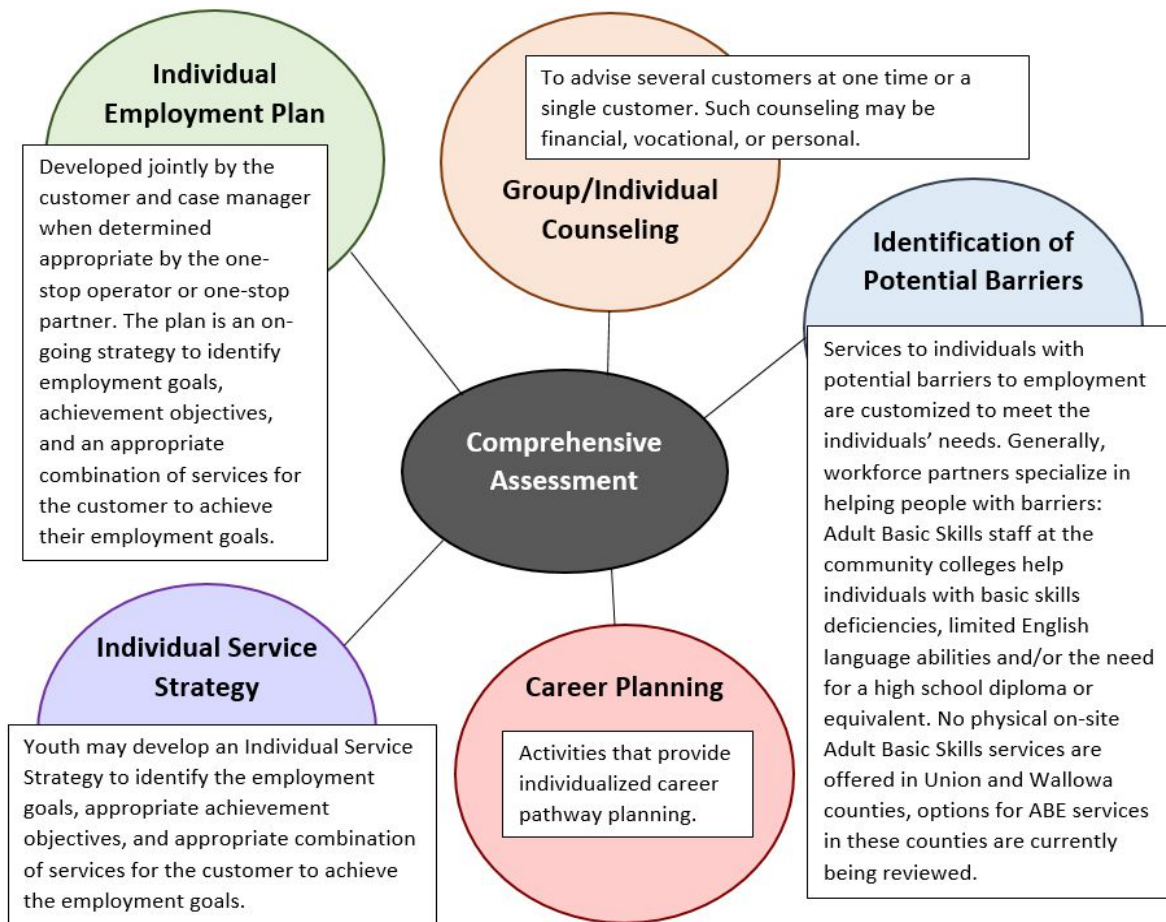
Customers at the WorkSource Career receive an orientation, including insight into WIOA services, and are assisted in determining the type and level of services needed/desired. If necessary, they are assisted in the registration process.

**Connection to Other Programs** - Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system, such as filing a claim for unemployment insurance compensation, and in appropriate cases, other workforce development programs. Provision of information relating to the availability of supportive services or assistance, and referrals to those services, including but not limited to, Employment Related Daycare (ERDC), Temporary Assistance to Needy Families (TANF), the Supplemental Nutritional Assistance Program (SNAP), and Medicaid.

**INITIAL ASSESSMENT**

May require measuring:

- Skill levels (including literacy, numeracy, and English language proficiency),
- Aptitudes, abilities (including skills gaps), and
- Supportive Service needs.



Customers may be required to increase core workplace skills and may be encouraged to earn the National Career Readiness Certificate. This certificate can be used as an employment tool along with the individual's resumé.

## **Adult/Dislocated Worker Training and Career Services**

### **Workforce Preparation**

Workforce preparation activities include activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in:

1. Utilizing resources;
2. Using information;
3. Working with others;
4. Understanding systems;
5. Skills necessary for successful transition into and completion of postsecondary education or training, or employment; and
6. Other employability skills that increase an individual's preparation for the workforce.

### **Internships and Work Experiences**

Planned, structured learning experiences that take place in a workplace for a limited period of time. Work experience may be paid or unpaid, as appropriate. (This service requires full eligibility documentation equivalent to training level activities.)

### **Occupational Skills Training**

Occupation specific training provided by a public or private vendor with demonstrated training capability and paid for through individual training accounts.

### **On-the-Job Training**

Training by an employer that is provided to a paid customer while engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job; provides reimbursement to the employer of up to 50 percent of the wage rate of the customer, for the extraordinary costs of providing the training.

### **Incumbent Worker Training**

A program designed to meet the special requirements of an employer (including a group of employers) to retain a skilled workforce or avert the need to lay off employees by assisting the workers in obtaining the skill necessary to retain employment.

### **Workplace Training and Cooperative Education**

A combination of training and education, which may include both employer-based and classroom-based training elements operated either concurrently or sequentially or an employer based program combining vocational and educational elements for which academic credit is received.

### **Skills Upgrading and Retraining**

Training designed to enhance the skills of currently employed customers who are working at less than their skill potential and have minimal or no advancement capability without gaining the skills needed to upgrade and retrain them to move them to self-sufficiency.

### **Entrepreneurial Training**

Training designed to provide customers with the skills to start businesses of their own.

**Job Readiness Training**

Job Readiness training is a formal classroom activity providing instruction in job seeking and job holding skills that can be augmented with such curriculum as business math and business communications. Local employers may also suggest additional curriculum based on identified shortcomings of job applicants.

**Adult Education and Literacy**

Adult Education and Literacy activities, including activities of English language acquisition and integrated education and training programs.

There are currently no adult basic education programs offered in Union or Wallowa counties. Solutions for providing ABE services in these counties are being sought.

**Customized Training**

Training that is designed to meet the special requirements of an employer (including a group of employers); that is conducted with a commitment by the employer to employ an individual upon successful completion of the training; and for which the employer may pay for a significant cost of the training.

**WIOA Pre-Apprenticeship**

A program or set of strategies designed to enter and succeed in a registered apprenticeship program, and has a documented partnership with at least one, if not more, registered apprenticeship programs. Pre-Apprenticeship services and programs are designed to prepare individuals to enter and succeed in Registered Apprenticeship programs.

**Registered Apprenticeship**

A program registered under the National Apprenticeship Act as a "Registered Apprenticeship".

**Adult Career Services****Labor Exchange Services**

Job search and placement assistance and, when needed, career counseling, including provisions of information on in-demand industry sectors and occupations; provisions of information on nontraditional employment; appropriate recruitment and other business services on behalf of the employers, including small employers, in the local area, and providing information and referral to specialized business services not traditionally offered through the One-Stop delivery system.

**Financial Aid Information**

Assistance in establishing eligibility for programs of financial aid assistance for training and education programs that are not provided under WIOA.

**Short-Term Pre-Vocational Services**

Workshops designed to develop learning skills, communications skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

**Out-of-Area Job Search Assistance and Relocation Assistance**

Customers who are seeking employment within the United States and cannot be reasonably expected to find satisfactory employment within the commuting area are offered assistance. Activities to cover the costs of approved out-of-area job search. Reimbursement may be given for expenses incurred by a customer seeking suitable employment or reemployment and for reasonable and necessary expenses incurred in moving to another locality to accept employment. It must be certified that the customer was unable to find satisfactory employment within the commuting area.

## Youth Training and Career Services

### **Education/Workforce Preparation Activities/Training**

Integrated education and training that occur concurrently and contextually with workforce preparation activities and workforce training. Tutoring, study skills, and dropout prevention are examples.

### **Entrepreneurial Skills Training**

Referral is made to the local Small Business Development Center (SBDC) to provide the basics of starting and operating a small business.

### **Transition to Post-Secondary Education and Training**

Campus visits to area colleges are arranged, Labor Market Information is given, assistance with a Free Application for Federal Student Aid (FAFSA) and/or Office of Student Access and Completion (OSAC) scholarship applications are offered.

### **Alternative Secondary School Services, or Dropout Recovery Services**

Services are provided to youth by a separate program within a K-12 public school district or charter school through a specialized, structured curriculum.

### **Tutoring, Study Skills, & Instruction**

Tutoring, study skills training and instruction that lead to completion of the requirements for a secondary school diploma or its recognized equivalent are provided.

### **Comprehensive Guidance and Counseling**

Comprehensive guidance and counseling provides individualized counseling to customers. This includes career and academic counseling, drug and alcohol abuse counseling, mental health counseling, and referral to partner programs, as appropriate.

### **Work Experiences (Paid or Unpaid)**

Planned, structured learning experiences that take place in a workplace for a limited period of time may be available. Youth with no work history, limited or poor work history or those youth interested in career development in a specific occupation are placed in a Work Experience for a limited time. Length of work experience varies between 120-240 hours. The goal is to assist all Youth customers with a work experience opportunity if appropriate.

### **Occupational Skills Training**

Occupational skills training is an organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate, or advanced levels.

### **Leadership Development Opportunities**

Leadership development opportunities may include community service and peer-centered activities encouraging responsibility and other positive social behaviors. Examples are exposure to post-secondary educational possibilities, community and service learning projects, and peer-centered activities.

## Support Services and Follow-Up for Adults and Youth

### **Support Services**

Transportation, childcare, housing, medical care, uniforms, tools, and equipment that is necessary to enable an individual to participate in education and training may be offered. Post-employment services may also be provided to ensure success at a worksite.

### **Financial Literacy**

Financial services may be offered to help customers gain the knowledge, skills, and confidence to make informed financial decisions. Examples are activities that support the customer's ability to create budgets, initiate checking and savings accounts, managing spending, credit and debt, and learn the significance of credit reports.

### **Follow-Up Services**

Counseling regarding the workplace may be available for customers in workforce development activities authorized under WIOA who are placed in unsubsidized employment for up to 12 months after the first day of employment.

### **Mentoring**

Mentoring must be a formal relationship between a youth customer and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement. The mentor should be an adult other than the youth case manager. Mentoring may include workplace mentoring. Mentoring must last at least 12 months. Programs such as Aspire and Big Brother/Big Sister are utilized for mentoring.

Finding mentors is challenging due to the limited mentoring programs available in the area.

## **Business Services**

An initial assessment determines what the business needs are to best determine which services will be offered to assist the business with finding candidates that have the right skills, abilities and education to meet the unique employment needs of each business.

- Job postings, candidate selection assistance, etc.
- Screening and referral
- Customized business services
- Use of technology to improve services
- Activities to provide business services and strategies that meet needs of area employers
- Sector strategies
- Career pathways
- Marketing of business services
- Additional customized services on a fee-for-service basis

## **Capacity to Provide Relevant Workforce Development Activities**

EOWB will work closely with area workforce development partners, including service providers, education (including k-12 and post-secondary), and area WorkSource centers to ensure that the capacity to provide services that satisfy business needs of in-demand industries in the area is maintained.

## **A Model for Best Practices**

### **Poverty 2 Prosperity – Malheur County**

*The Career and Technical Education program (CTE) is designed to prepare youth to find local jobs while attracting new industry and jobs to Malheur County. The CTE program supports the Governor's 40-40-20 Plan by offering opportunity youth (students who are at risk of disconnecting from the education system and workforce) a chance to earn technical training preparing them for a successful transition into a career.*



*The P2P Career Technical Education project is a collaboration between three local school districts, the region's educational service district, community college, workforce service provider - Training and Employment Consortium, county and state agencies, Area WorkSource Centers, and parents and youth themselves. For the past three years, the program has followed a coordinated approach to improve outcomes for local youth. Through a collaborative process, the CTE Steering Committee members along with Oregon Solutions and some 50 community stakeholders signed a Declaration of Cooperation that pledged their support and made mutually reinforcing commitments to achieve the goals of the project.*

*The CTE program is one to three years in duration and enables youth to work full-time toward their high school diploma, receive job-skills training, and develop a sense of self-worth by succeeding and failing in a supportive environment. The program is implementing curriculum and providing training designed to foster 21st century career skills and expand access to jobs for at-risk, underserved and under-represented students.*

# Vision, Mission and Goals with Strategies and Outcomes

The Oregon Workforce Board's Strategic Plan and vision were used as a starting point for this section. Goals and strategies were adapted to support OWIB's plan, while ensuring that they were adjusted to meet the specific needs of the Eastern Oregon area.

## EOWB Mission

*To coordinate the resources needed to help employers succeed and individuals to advance through innovation and partnerships*

## EOWB Vision and Goals Directly Support the Vision of OWIB

## EOWB Vision

*A strong area economy and prosperous communities fueled by skilled workers, quality jobs and thriving businesses*

## How EOWB's Strategic Plan Will Support OWIB Goals

EOWB's strategic plan will support OWIB goals by creating plans that support outcomes related to OWIB goals, but that work best for the unique characteristics of the Eastern Oregon area. EOWB will facilitate connections between the eight represented counties and with stakeholders in the area.

A stronger state economy will be the result of strong area economies with prosperous communities, skilled workers, quality jobs and thriving businesses across the state.

**Goal 1: Create a customer-centric workforce system that is centralized, easy to access, highly effective, and simple to understand.**

### GOAL 1 STRATEGIES AND OUTCOMES

- Create a framework for effective partnering within the workforce system. Put processes in place for EOWB, state agencies, and other workforce organizations to work together, communicate more effectively, and better understand each other's services.
  - ❖ Board will be aware of the needs of the communities and to be able to leverage resources to find creative solutions and stay abreast of the changes out in the community that affect its development and likelihood of prosperity.
- Align and leverage resources to collectively impact common outcomes and reward collaboration.
  - ❖ It will be easier to capture and monitor progress of program customers.
- Build accountability mechanisms focused on results.
  - ❖ If corrective action or adjustments are needed, they can be done timely.
- Build a solution-driven (vs. program-driven) culture.
  - ❖ The pursuit of effective outcomes will determine how the projects are created. This culture will help

the area stakeholders adjust to the needs of the communities rather than the communities being asked to adjust to the design of the programs.

- Collaborate with workforce partners to ensure that we are hearing from our customers and adapting programs to meet their needs.
  - ❖ Programs invested in are meeting customer needs.
- Create the structure for a seamless customer experience. Market coordinated system services and unite communications and information sharing among workforce, economic development and education.
  - ❖ Customers can come to one place and understand how to get services without needing to understand the ins and outs of how it will happen.

**Goal 2: Provide business and industry with customized workforce solutions to prepare and deliver qualified and viable candidates and to advance current workers.**

### **GOAL 2 STRATEGIES AND OUTCOMES**

- Create a sustainable framework for locally-driven sector partnerships to understand, anticipate, and respond to the needs of business and industry.
  - ❖ There will be an accessible, effective channel for the needs of area businesses to be brought to and addressed through.
- Foster positive perceptions in business and industry about the workforce system.
  - ❖ Businesses will be more likely to invest in the system and work with system partners. Therefore, receiving better service and offering more support.
- Actively communicate the coordinated services of economic development, workforce and education services to business and industry.
  - ❖ Businesses will be aware of the availability of workforce services, which will make businesses more likely to use and support those services. By knowing that services are coordinated, businesses will be more confident in the ability of the workforce system to address their needs.

**Goal 3: Match training and job seekers to opportunities, build in-demand skills, and accelerate career momentum for area workforce.**

### **GOAL 3 STRATEGIES AND OUTCOMES**

- Actively reach out and engage customers, including youth, veterans, people with disabilities, about education, training, employment, and entrepreneurial opportunities.
  - ❖ It is more likely that more people will get the education, training, employment they need.
- Empower the area's workforce with the access, knowledge, tools, and resources to launch and accelerate career momentum, including information on local in-demand skills and careers.
  - ❖ Help individuals understand their options within the local economy and opportunities for advancement. Encourage individuals to think beyond just getting a job and to begin considering taking a step toward a sustainable, lifelong career.
- Increase resources for occupational skill development and invest in occupational training.
  - ❖ Higher quality training may be offered to more individuals.
- Rethink and restructure training and skill development to include innovative and effective work-based

learning and apprenticeship models and to accelerate training.

- ❖ Create work-based learning opportunities and other innovative strategies that can help individuals understand more clearly what it is like to work in a certain industry or company. This is important to both improve learning outcomes and to help individuals with career exploration.

**Goal 4: Attract, develop and retain talent by providing young people with information, education and experiences that engage their interests, spur further career development, and connect them to employers.**

#### **GOAL 4 STRATEGIES AND OUTCOMES**

- Create pipeline plans, as part of the area’s sector strategy approach, to connect in-school and out-of-school youth to opportunities in local sector partnerships.
  - ❖ More youth gain skills and employment in in-demand occupations.
  - ❖ Talent pool is larger for businesses with difficult to fill jobs.
- Pursue additional resources to support local initiatives in our communities.
  - ❖ As resources become scarcer from federal and state sources, it is important to make sure that a strong menu of youth services is maintained. EOWB will pursue additional resources for maintaining current initiatives and implementing new and innovative programs that engage and provide work experiences for youth.
- Provide technical assistance and/or incentives to support adoption and expansion of work-based learning, apprenticeships, and internships.
  - ❖ EOWB will be a resource for technical assistance, making connections between local areas, and sharing best practices related to various work-based learning initiatives. When possible and if funds are available, it will prioritize incentives for programs that provide these experiences for youth.
- Build partnerships to increase exposure to job and career opportunities and connect school to work.
  - ❖ Youth begin working sooner and gain valuable soft skills that make them more employable.

#### **EOWB Vision and Goals Relate to the Achievement of Federal Performance Accountability Measures**

**Employment retention:** Program participants will be more likely to remain in a job after exiting the program when they are placed in jobs that they have an interest in and are earning a competitive wage.

- ❖ **Related goals:** Goal 2, Goal 3 and Goal 4

**Training program completion:** By ensuring that training is aligned with in-demand, high wage jobs, and that assessments of participants match them to jobs they are interested in, there will be a higher likelihood for participant success.

- ❖ **Related goals:** Goal 1, Goal 3 and Goal 4

**Adult Basic Education (ABE):** By offering ABE services in at least six of the eight counties and by working with post-secondary education providers, students will have access to obtaining credentials in careers that interest them and are currently in demand.

- ❖ **Related goal:** Goal 3

**Services to employers:** Business services and sector partnerships. By working with area high schools and CTE providers to ensure that education opportunities are provided and align with in-demand jobs.

- ❖ **Related goals:** Goal 1, Goal 2 and Goal 4

# EOWB Partnerships and Development Strategies

## Eastern Oregon Workforce Development Partnerships

Oregon Employment Department (OED)/area WorkSource Centers

- Unemployment Compensation
- Adult/Dislocated Worker services

Oregon Department of Human Services (DHS)

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

Higher Education Coordinating Commission (HECC), Community College Workforce Development (CCWD)

Blue Mountain Community College (BMCC)

- Adult/Basic Education Training (Baker, Umatilla, Grant and Morrow counties)
- JOBS program (Umatilla and Morrow counties)

Treasure Valley Community College (TVCC)

- Adult/Basic Education Training (Harney and Malheur counties)

Confederated Tribes of the Umatilla Indian Reservation – Tribal Vocational Rehabilitation

Educational Service Districts

School Districts

Baker Technical Institute (BTI)

Eastern Oregon University (EOU)

Experience Works

Oregon Human Development Corporation (OHDC)

Current area service providers

- Adult/Dislocated Worker services
- Youth services
- JOBS program (Baker, Grant, Harney, Malheur, Union and Wallowa counties)

## Working with Area Workforce Partners

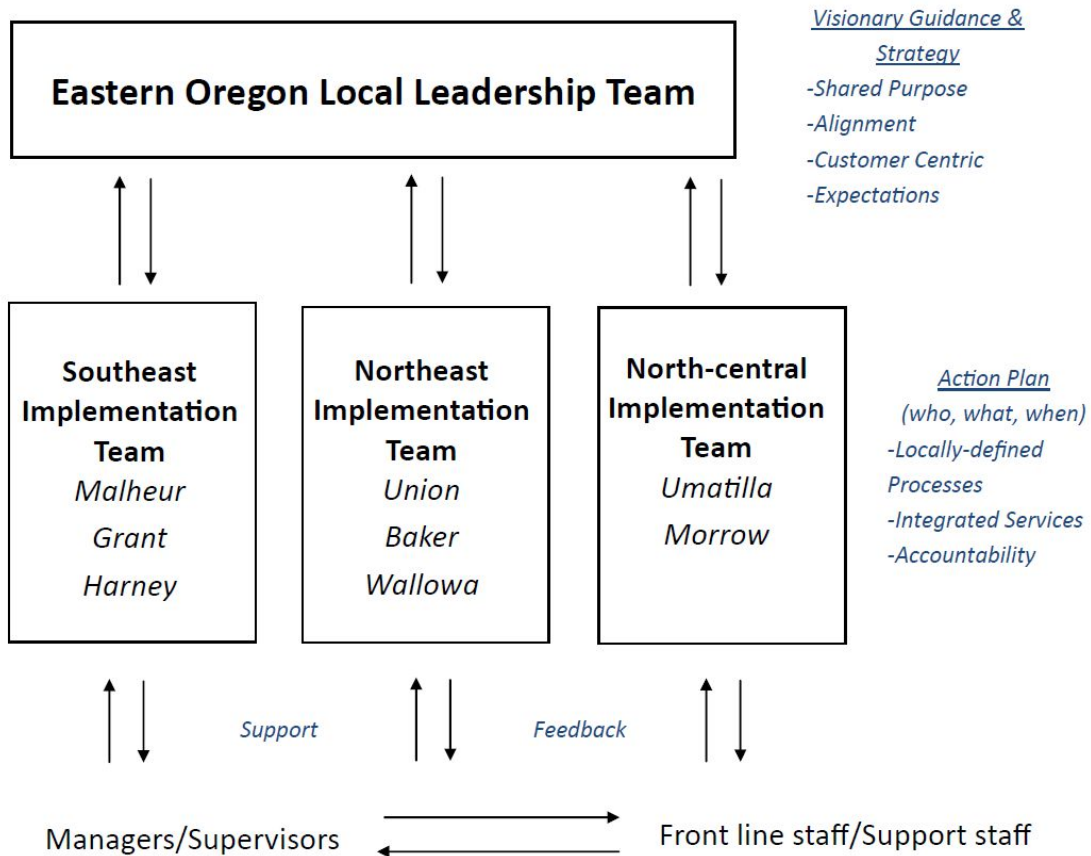
Efforts to work with area workforce partners to support alignment of service provision to contribute to the achievement of OWIB's goals and strategies:

- There is representation from many area workforce partners on the local Board.
- Workforce partners are invited to participate on various EOWB sub-committees.
- Working with the Local Leadership Team to align service provision between all of the partners and eliminate duplication of services.
- Partnerships are being convened in sectors identified as having the most potential for contributing to economic growth.

## Aligning Area Resources

EOWB's strategy to work with the organizations that carry out core programs to align resources in the local area is to work closely with the Local Leadership Team, including its three implementation teams which will:

- Drive integration of workforce/employment related activities in Eastern Oregon, and
- Provide recommendations that will assist in offering integrated services to area customers (individual Oregonians and businesses).



Local Leadership Team includes member representation from the following organizations:

- ✓ Eastern Oregon Workforce Board
- ✓ Oregon Employment Department/Area WorkSource Centers
- ✓ Oregon Department of Human Services, Vocational Rehabilitation Title IV
- ✓ Oregon Department of Human Services, Self Sufficiency Program – Temporary Assistance to Needy Families and Supplemental Nutritional Assistance Program
- ✓ Confederated Tribes of the Umatilla Indian Reservation - Tribal Vocational Rehabilitation
- ✓ Contracted area service providers

## Implementation of the WorkSource Oregon Operational Standards

**Maximizing coordination of services:** The three regional implementation teams research and suggest ideas and solutions to the Local Leadership Team (LLT). The LLT makes recommendations to EOWB using the suggestions provided by the Implementation teams to implement the WorkSource Oregon Operational Standards for the area. This joint effort improves service and eliminates duplication by maximizing coordination of services among the different program providers.

**Improve services and avoid duplication:** A data collection tool will be used to track services provided to customers who are registered in the system. This tool will enable staff to review services that have been provided to each customer as they prepare to provide additional services. Use of the tool by staff providing services, in addition to case management coordination and process review by the LLT, will help to minimize the duplication of services.

### **Review of Local Applications Submitted Under WIOA Title II Adult Education and Literacy**

CCWD will provide the local boards with the Title II application review criteria once it has been developed.

### **Entrepreneurial Skills Training and Microenterprise Services**

#### **Small Business Development Centers**

Entrepreneurial development is a core element of workforce development not only because it increases the competitive skills of business owners themselves, but it also enables those business owners to create the jobs that the rest of our rural workforce needs to remain in, and thrive in, our rural communities. Throughout Oregon, 96% of all registered businesses have fewer than 100 employees. The proportion of small businesses in eastern Oregon is even higher.

Small Business Development Centers (SBDC's) provide the most comprehensive resources for entrepreneurs and business owners in the nation. Community colleges host 17 of the 19 Small Business Development Centers in Oregon. Blue Mountain Community College, Eastern Oregon University, and Treasure Valley Community College have SBDC staff and centers in all of the counties served by the Eastern Oregon Workforce Board.

Core SBDC services include one-on-one business advising, training in essential business ownership skills, and technical assistance appropriate to every stage of business formation and growth. Under the terms of Small Business Administration funding for SBDC's, business advising is offered free of charge, while training is provided on a cost-recovery basis. Other key SBDC services include market research, business planning, assistance in securing financing, regulatory compliance, and a host of special programs for entrepreneurs such as bi-lingual advising, preparation for private capital investment, government contracting and export readiness.

SBDC Directors and Business Advisors are required to be, or have been, owners of small businesses. This ensures that the guidance they give business owners is based on experience. Facilities and funding are provided by the colleges both as match to State and Federal funding and as an investment in the economic development of their service areas. Oregon's SBDC's leverage additional resources through their affiliation with the Oregon Small Business Development Center Network and America's SBDC, the national association of over 1,000 SBDC's.

An example of SBDC collaboration is the identification of regional business needs. Both the Greater Eastern Oregon Development Corporation and the Northeast Oregon Economic Development District produce annual Comprehensive Economic Development Surveys (CEDS) that guide the work of the community colleges and SBDC's in eastern Oregon. Chambers of Commerce, local and county governments, and private business associations also work with SBDC's to ensure the delivery of services that respond to local and regional needs.

#### **Other Entrepreneurial Resources**

Throughout eastern Oregon, SBDC's continue to create opportunities for entrepreneurial development through skills training and ongoing collaboration with employers, business communities, economic development organizations, and secondary and post-secondary educational partners. This support has continued despite State and Federal funding cuts, adverse economic conditions, layoffs by major employers, and radical shifts in local and global markets.

Because of the partnerships listed above plus others at the local, regional, state and national level, support for entrepreneurial development in Eastern Oregon will continue to grow at the pace of the partners' capacity to provide needed support services. Consistent with WIOA Section 108(b)(5), that capacity will be determined by two key components: focus and funding. Given focus and funding, the four years covered by this Local Plan will see unprecedented growth in entrepreneurial success throughout eastern Oregon.

## **Coordinating Education and Workforce Development**

### **Coordinating strategies, enhancing services, and avoiding duplication of services**

EOWB has identified and recruited Board members that represent secondary and postsecondary education providers in the area. A committee has been created to launch and support sector partnerships and a local leadership team has convened in the area, both of which will work to bring workforce development together with education to coordinate strategies, enhance services, and avoid duplication of services.

A great deal of coordination in these areas will begin through coordinated sector partnerships that seek to bring together area businesses with education providers with one outcome being to align education with business needs for employees trained to compete for jobs, particularly in high-wage, high-demand industries.

The State requires community colleges to follow a process to ensure relevant education programs and activities are available in the area. All new career and technical programs must have documented labor market need, local/regional employer input and oversight and to coordinate the program outcomes with secondary (K-12) and with transfer institutions. Each of the community college career technical programs (nursing, ag, business, dental, early childhood) are required to have an employer based advisory committee that has the charge to ensure that the program components are relevant and of sufficient rigor and quality to prepare individuals for employment in the field.

Community colleges across the state (and in this region) coordinate the career technical programs/courses with k-12 primarily through Education Service Districts. BMCC works with the Intermountain ESD (IMESD) and TVCC works with Malheur ESD – this coordination uses other federal and state dollars to bring secondary and postsecondary institutions together to ensure career pathways articulate from one entity to the other and that students matriculate seamlessly. TVCC has some great examples of what they are doing under the Poverty to Prosperity initiative with Treasure Valley Tech. BMCC has similar examples of career pathways with Hermiston, Helix, Umatilla, and Morrow County schools.

Community colleges also provide basic literacy skill building (Title II of WIOA) and GED preparation and assessment. Most community colleges provide these services in collaboration with local non-profits and other partners. Outside of where the college has a district boundary, these services are not provided by the community college.

## **Coordination of Support Services**

Sample of supportive services offered:

- Uniforms/clothing for work (Goodwill/Salvation Army/local clothing banks – work clothes)
- Testing (GED, licensing, etc.)
- Transportation - fuel cards, Kayak,
- NEOTransit.org (Union, Baker, Wallowa and Grant counties)
- DMV testing
- Miscellaneous (tools for work, vehicle repair, housing, utilities, etc.)

Case managers with the service providers and programs work with customers to ensure that they are connected to all of the services and resources they are eligible for and may benefit from.



The Local Leadership Team is starting to work on coordination of supportive services.

There are multiple systems currently being used to track services. A system is being developed that may be used to track coordinated services in the future.

### **Populations to Focus Efforts and Resources On**

OWIB will provide the local boards with the State's target populations to focus efforts on once it has been developed. Once these are received, EOWB will decide which populations Eastern Oregon should focus on in addition to those mandated by the State.

### **Current Sector Partnership**

**Sector partnership currently being convened in Eastern Oregon:** Advanced Manufacturing

**Sectors under consideration for future focus in Eastern Oregon:**

- Healthcare
- Transportation
- Retail Trade
- Wholesale Trade
- Professional Goods and Services
- Travel and Tourism

### **Area Development Strategy Toward Targeted Sectors and Targeted Populations**

A development strategy will be created by the Sector Strategy Partnership and will include consideration of the targeted populations.

### **Engaging Area Employers and Coordinating the Workforce System to Meet the Needs of Businesses**

EOWB will be using sector partnerships to engage employers in industry sectors that have been identified as in-demand.

EOWB will work together with area businesses and area support partners to develop a workforce system that better meets their needs.

A Sector Strategies Committee has been created and is developing the first sector strategy event, in the advanced manufacturing sector.

**Advanced Manufacturing Industry – Kickoff meeting scheduled for March 15, 2016**

### **Plans for Funding Outside of WIOA Title I Funding and State General Funds**

**Future plans to pursue funding outside of WIOA Title I:**

Currently EOWB is identifying additional grants and other funding sources that could increase funding for the area's workforce development system.

# Program Design and Evaluation

## **Expanding Access to Employment, Training, Education and Support Services**

EOWB will work closely with the Local Leadership Team to utilize program funds to achieve the desired outcomes. Together they will identify opportunities to expand access to meet the needs of eligible individuals, including helping those with barriers to access the training, education and support services needed to assist in employment, education and training opportunities.

## **Facilitating the Development of Relevant Career Pathways**

EOWB will review current Career Pathways and other relevant information from Section 1 of the Strategic Plan. This information outlines and describes in-demand, emerging and high-wage industries in our area. EOWB will work with area community colleges and secondary education providers to ensure the Career Pathways offered align with business needs in the area.

## **Utilizing Co-Enrollment in Core Programs to Maximize Efficiencies and Use of Resources**

EOWB will work with the Local Leadership Team to determine how to effectively utilize program funds to achieve desired outcomes. With that being the goal, EOWB will develop a system to ensure all available funding that customers are eligible for is identified and utilized before drawing from WIOA funding.

## **Becoming and Remaining a High-Performing Board**

The Eastern Oregon Workforce Board will continuously monitor its own progress and effectiveness and adjust its strategies as necessary to ensure its strategies are aligned with the needs of the area.

Board members will be rotated on 2-3 year terms to ensure diversity in thought and enhance community and program involvement.

The Strategic Plan will be reviewed semi-annually to ensure goals and strategies remain relevant.

## **One-Stop Delivery System Consistency with the One-Stop Center Definitions**

EOWB will monitor service providers and program outcomes on a continuous basis to assess effectiveness and appropriateness of services.

Sector partnerships will be created, providing EOWB a pathway to stay connected with area employers, thus keeping the Board informed of the changing needs of employers. This will allow EOWB to address these changes with service providers as they develop.

EOWB will work with the LLT to identify potential barriers to accessing services and develop effective means to remove those barriers.

Utilizing available means and resources, and to the extent possible, EOWB will require entities within the one-stop center to comply with WIOA 188 Non-Discrimination requirements. By working with partners, EOWB will offer training to inform staff of techniques to eliminate discrimination and contribute to a more diverse and respectful work environment.

EOWB will review accessibility of the following for individuals with disabilities:

- Facilities
- Programs and services
- Technology
- Training and educational materials

No memorandum of understanding currently exists. EOWB will include roles and resource contributions of the one-stop partners in a summary of one should it be created at a later date.

A data collection tool will be used by one-stop partners as a technology-enabled intake and case management information system.

### **Implementing the Occupational Skill Development Expenditure Minimum**

EOWB will include a requirement in the request for proposals that a minimum of 25% WIOA funding be dedicated to occupational skill development.

### **Issuing Individual Training Accounts**

Participants will be assessed and referred to appropriate training services through career specialist, who are responsible to determine already established skills, deficiencies and aptitude. This will be accomplished through the use of applicable pre-assessment tools. Assessment results will be documented in case notes and filed. Results of the assessment will be used to assist participants and their case managers in setting occupational goals, identifying barriers and developing appropriate steps to overcome barriers.

Labor market information will be used to assist in determining appropriate training and employment opportunities. Career Specialists will also discuss with the participant their ability and willingness to relocate to attain desired employment opportunities.

Participants referred to training are required to apply to FAFSA (Free Application for Federal Student Aid) before issuing Individual Training Account funds. If the participant is eligible for a PELL Grant, the grant may be used by the participant for non-training related expenses to reduce the costs of support services provided with WIOA 1B dollars. Service providers may only commit to training expenses that are not covered by the PELL Grant. The career specialist and participant will then develop a training plan and budget, including assistance from partners and financial aid. Results of the application will be documented in case notes. This will include documentation of financial aid approval or denial, as well as a budget form. These documents will be attached to the purchase order at the time of payment for tuition, books, application fees, etc.

### **Ensuring Customer Choice in The Selection of Training Programs**

The ability for the customer to have a choice in the selection of their training program will be communicated in the request for proposals for service providers.

Once a service provider(s) is/are selected, there will be language included in the contract to ensure the customer's training choice has been identified.

## **Training Provided Will be Linked to In-Demand Industry Sectors or Occupations**

EOWB has identified in-demand industry sectors and occupations in local and relevant surrounding areas and will review and update as new information becomes available.

EOWB will include in the request for proposals 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 an area that the customer has identified that they are willing to relocate.

## **Rapid Response Activities in Eastern Oregon**

A company who may be closing or laying off workers and/or the labor union who represents the affected workers will contact the local service provider in the area. The service provider will then notify the Rapid Response Team and the team will work with the employer to schedule a meeting with the employees to assess the situation and provide options. Once the assessment is complete, a request for Rapid Response Funds as well as a complete budget will be submitted to EOWB for approval. Upon approval, EOWB will determine any cost that it may incur and will include it in the budget. Once that process is complete, the revised budget with the narrative will be sent to the state for final approval and payment will be made by the state.

### **Rapid Response Team members should include:**

- Service provider dislocated worker liaison
- Oregon Employment Department representatives, including veteran representation
- State Labor Liaison
- Local community college representation

## **Monitoring/Evaluating Effectiveness**

- EOWB will continually evaluate program funds to monitor effectiveness of spending.
- EOWB will share results with the public to promote transparency.
- Subcommittees will work to create action steps that will accomplish each, or in some cases more than one of the strategies. These action steps will include detailed information on who should be involved, what resources are needed, timelines, and metrics for success.

# Compliance

## Competitive Process and Criteria for Neutral Brokerage of WIOA Funds

A request for proposals will be released to select a service provider(s) for the area. A committee with representation from the Eastern Oregon Workforce Board has been established to review the request for proposals and select the service provider(s).

The names of contracted service providers will be available after contracts have been awarded. Contracts will be awarded by and implemented on July 1, 2016 and will be in effect for three years.

### Anticipated Timelines in 2016:

- Request for Proposals posted online: March 8
- Bidder's Conference: March 16
- Proposals due: April 15
- Board review: May 10
- Appeal deadline: May 20

## Organization Chart Depicting a Clear Separation of Duties Between EOWB and Service Provision

### [Attachment A](#)

## Local Board Membership Roster

### [Attachment B](#)

## 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 C](#) – Local Board membership criteria

[Attachment E](#) - Nomination and Appointment Policy

## Local Workforce Development Board Certification Request Form

[Attachment D](#) – Eastern Oregon Workforce Board Certification Request

## Designated Equal Opportunity Officer for WIOA in Eastern Oregon

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

## Responsibility for the Disbursal of Grant Funds

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

## Negotiated Local Levels of Performance for the Federal Measures

EOWB will follow federal performance measures.

### **Indicators Used by EOWB to Measure Performance and Effectiveness**

**In process** – Levels of performance for Eastern Oregon will be based on State adjusted levels of performance, with consideration of relevant local factors.

### **Replicated Cooperative Agreements**

EOWB will work with the Local Leadership Team to determine where cooperative agreements between EOWB and the Oregon Department of Human Services may enable more effective collaboration and coordination of services to customers. If it is determined that services to customers may be improved by creating cooperative agreements between these partners, this will be pursued.

### **Input into the development of the EOWB Strategic Plan**

All EOWB Board members will be encouraged to share this information with businesses and labor in the area.

#### **Opportunity for Public Comment:**

- The plan was posted for a minimum of 30 days before it was submitted.
- A message was sent to area newspapers in each of the eight counties informing them of the plan's availability, where to find it, and where to submit comments by phone, email, mail or through the webpage.
- The local plan was posted on the EOWB webpage.

No comments were received that disagreed with the plan.

### **Compliance Components**

There are no concerns with EOWB's ability to ensure that all compliance components are in place by July 1, 2016.

### **EOWB Approval Forms**

EOWB approval forms will be made available as soon as WIOA compliant versions have been approved at the State level.