

**Workforce Innovation and Opportunity Act**  
***Draft* Local Plan**  
**East Cascades**

Submitted by  
East Cascades Workforce Investment Board



East Cascades  
WORKFORCE INVESTMENT BOARD

July 1, 2016 – June 30, 2020

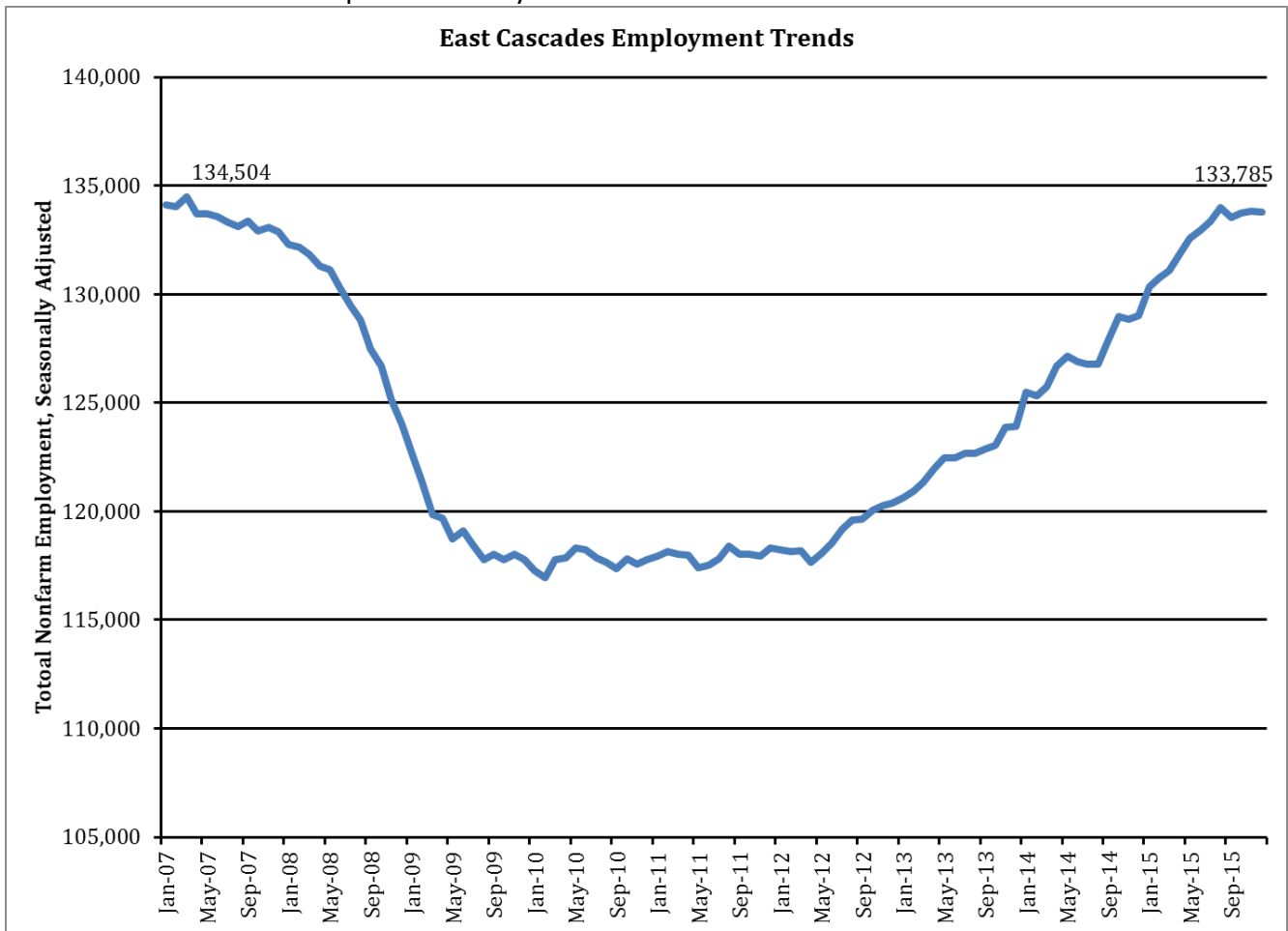
## **Table of Contents**

Section 1: Workforce and Economic Analysis.....	3
Section 2: Strategic Vision and Goals.....	12
Section 3: Local Area Partnerships and Investment Strategies .....	14
Section 4: Program Design and Evaluation .....	19
Section 5: Compliance.....	23
Section 6: Attachments A-E.....	26

## Section 1: Workforce and Economic Analysis

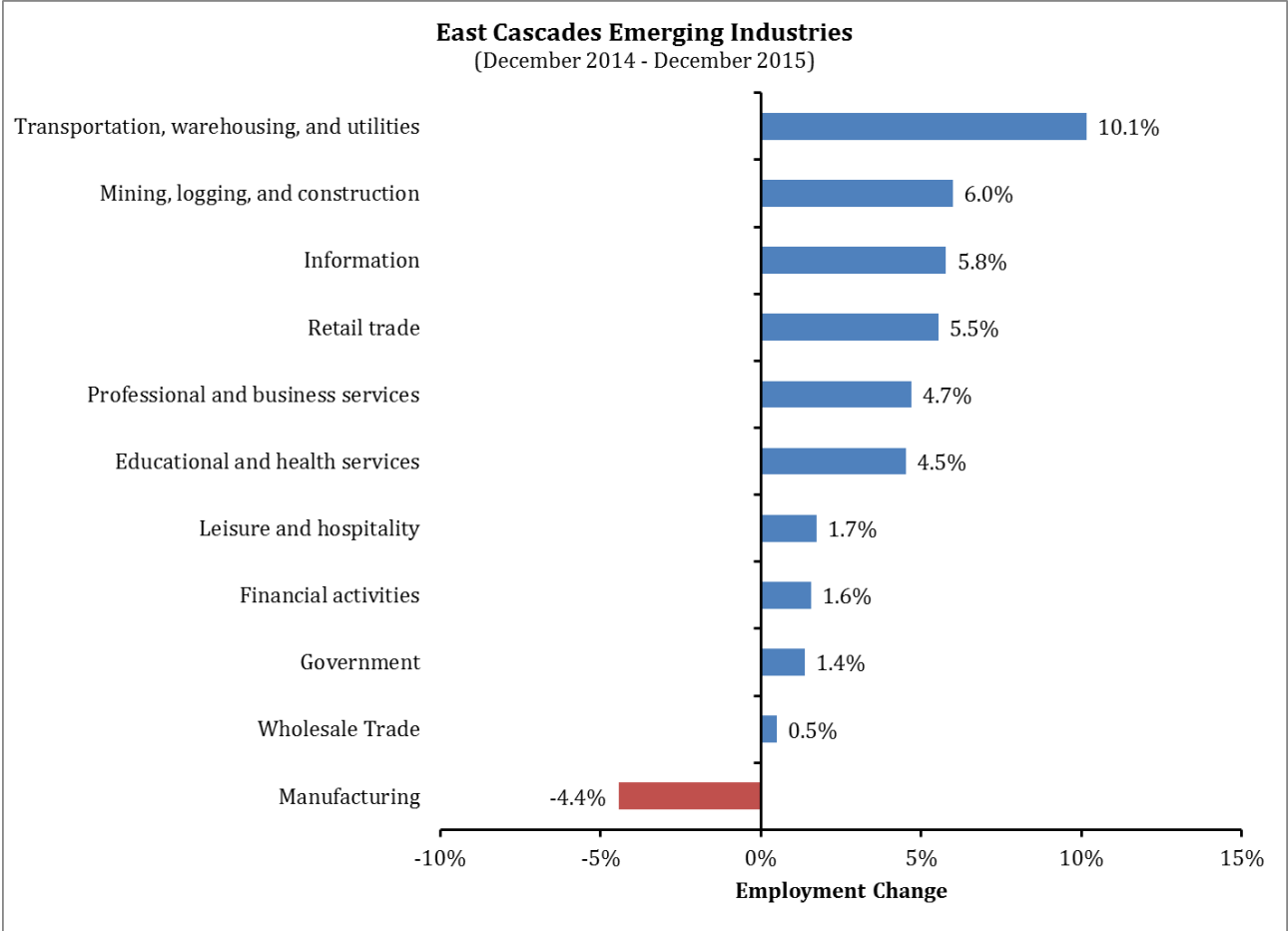
1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The East Cascades workforce area is comprised of three distinct “labor sheds” North Central Oregon which includes Hood River, Wasco, Sherman, Gilliam and Wheeler counties; Central Oregon which includes Jefferson, Crook and Deschutes counties; and South Central Oregon which includes Lake and Klamath Counties. These three areas experienced very different economic conditions during the recession and in the subsequent recovery.



The East Cascades area has nearly recovered all jobs lost during the recession (See Chart). There were around 134,000 jobs in the area as of the end of 2015, which is just shy of the pre-recession peak by around 500 jobs (less than 1%). The recent recovery was largely driven by gains in Deschutes County, the lone metropolitan statistical area in the East Cascades, which added more than 3,400 jobs in the past year. Deschutes County accounts for 56 percent of all jobs in the East Cascades. A disproportionate share of job growth is coming from Deschutes County, which accounted for 71 percent of East Cascades job growth in 2015. Although more subdued, the other sub-regions experienced job growth in 2015. North Central Oregon added more than 850 jobs (+3.9%) and South Central Oregon added 500 jobs (+2.1%). The strongest job growth was concentrated in the more urban counties, including Deschutes, Hood River, Wasco, and Klamath. Job growth across the East Cascades area was robust and spread across a variety of industries. All

major industry sectors added jobs in 2015 with the exception of manufacturing, which shed 480 jobs. Many of these losses were concentrated in Crook County with the closure of the Woodgrain wood product manufacturing plant. Retail trade and health services were the big winners over the past year when looking at raw job growth, adding 980 and 900 jobs, respectively.



However the area's fastest growing broad industry was transportation, warehousing, and utilities, which expanded by more than 10 percent from last year (+340 jobs). Much of this job growth was concentrated in the transportation segment of the industry with truck transportation experiencing significant growth. Transportation, warehousing, and utilities can be thought of as a bellwether industry as it is a reflection of indirect economic activity from other sectors. For instance, increased production by manufacturing firms leads to growth in truck transportation and increased demand for utilities, such as electricity or natural gas. Another fast growing industry is construction, which is up 6 percent (+420 jobs) from last year. Gains in construction reflect the recovering housing market. The East Cascades area, particularly Central Oregon, experienced some of the largest home depreciation in the country when the housing bubble burst in 2008. New home construction dried up with a large supply of homes on the market and few prospective buyers. Today, prices are approaching pre-recession levels after several years of rapid home price appreciation. This rapid recovery is being spurred by shrinking inventories for both residential and commercial properties and growing demand for these properties due to rapid population growth and an improving labor market. We can expect to see the construction industry continue to add jobs over the next few years, although employment levels will likely fall short of the pre-recession peak.

There are a variety of measures of industry importance in a particular geography. Location quotient, a measure of how specialized an area is in a particular industry relative to the state, is helpful in identifying industries critical to the local economy. The East Cascades area is highly specialized in a variety of industries, including food and beverage manufacturing (e.g. beer, wine, juice and spirits), agriculture (e.g. cattle, cherries, carrots, hay/ alfalfa, barley, wheat and apples), tourism (e.g. outdoor recreation), wood product manufacturing, and advanced manufacturing (UAVs, aerospace, pharmaceuticals, etc.). Data processing is another industry where the East Cascades area is seeing an increase in specialization with large data centers in the Columbia River Gorge and Crook County.

There is a tremendous demand for labor projected over the next 10 years in the East Cascades area, particularly in occupations that do not require education beyond an Associate's degree or postsecondary training. Many of these high demand occupations serve our important industry sectors, such as manufacturing, health care, and the rapidly growing professional sector. The East Cascades Workforce Board plans to concentrate dollars in high demand occupations that serve these growing and specialized industry sectors. However, the tools available to the Workforce Board limit the types of occupations that can be trained due to costly education or training requirements. High demand occupations for the East Cascades area were filtered to help identify the occupations where the Board can maximize employment outcomes with their limited resources. Additional filters beyond being high demand included Associate's degree or less; annual salary of \$30,000+; medium-fast projected job growth; total employment over 100 jobs; a minimum of 10 openings a year; and both retail and tourism occupations were excluded. This list of high demand occupations roughly fell into six industry sectors; health services; office and clerical; construction; transportation; manufacturing; and "other". These filtered high demand occupations sorted into broad industries can be seen in table on Attachment E.

At the time of this analysis, more than 25,000 jobs in these high demand/ low education occupations here in the East Cascades area. By 2022 the demand for these occupations is expected to rise by nearly 17 percent (+4,200 jobs). These are jobs that pay a living wage, require little education beyond high school, and are not in our seasonal tourism or retail sectors.

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

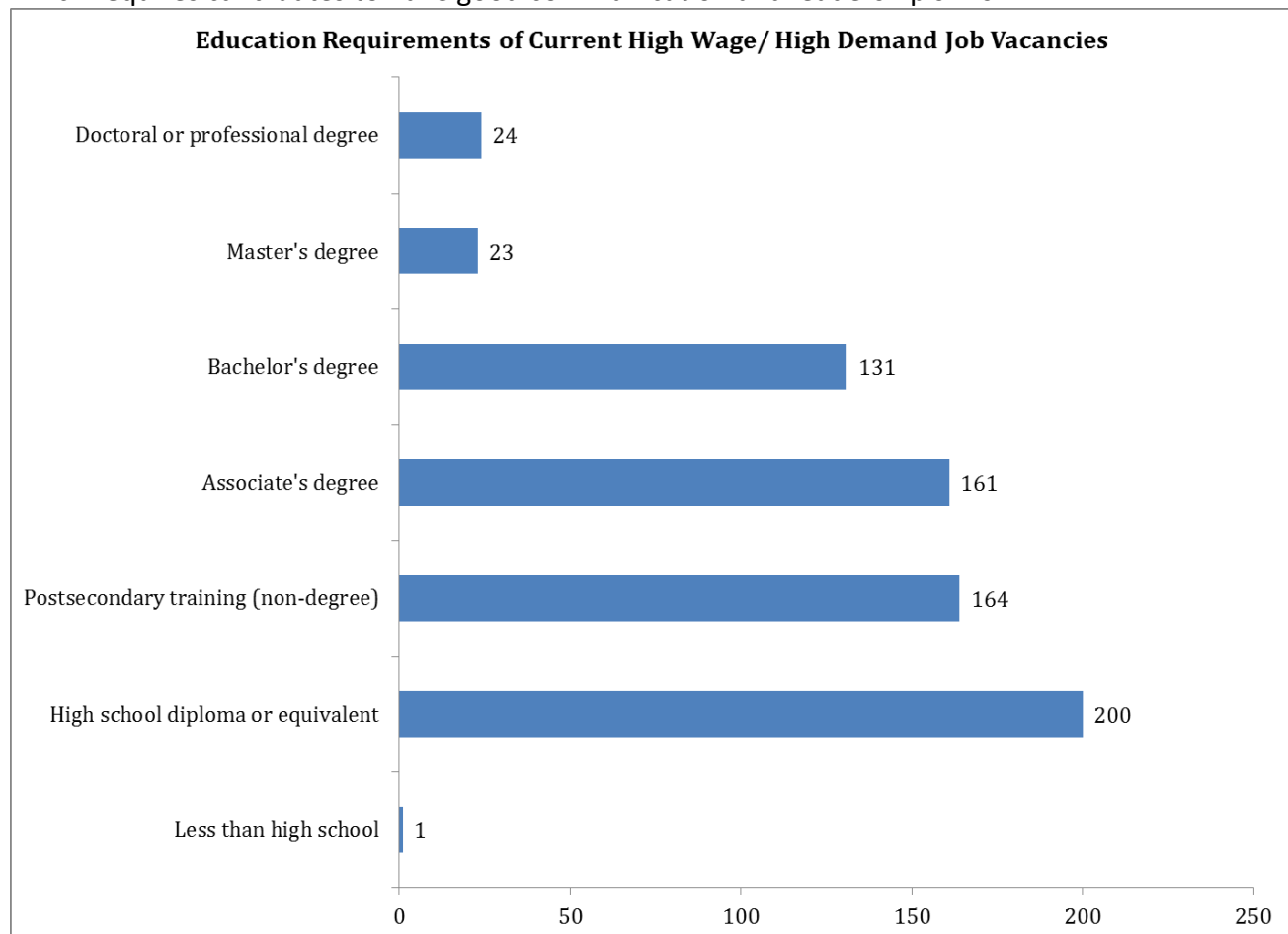
There are 163 high wage/ high demand occupations spread across the East Cascades area. Those 163 occupations account for more than 700 job vacancies. Over half (52%) of all high wage/ high demand job vacancies in the East Cascades do not require education beyond postsecondary training. In fact, a four year degree or higher is only required for about one-quarter of these high wage/ high demand job listings.

The top 10 high wage/ high demand occupations ranked by current job listings include (Current number of job listings):

1. Registered Nurses (139)
2. Heavy and Tractor-Trailer Truck Drivers (55)
3. First-Line Supervisors of Office and Administrative Support Workers (27)

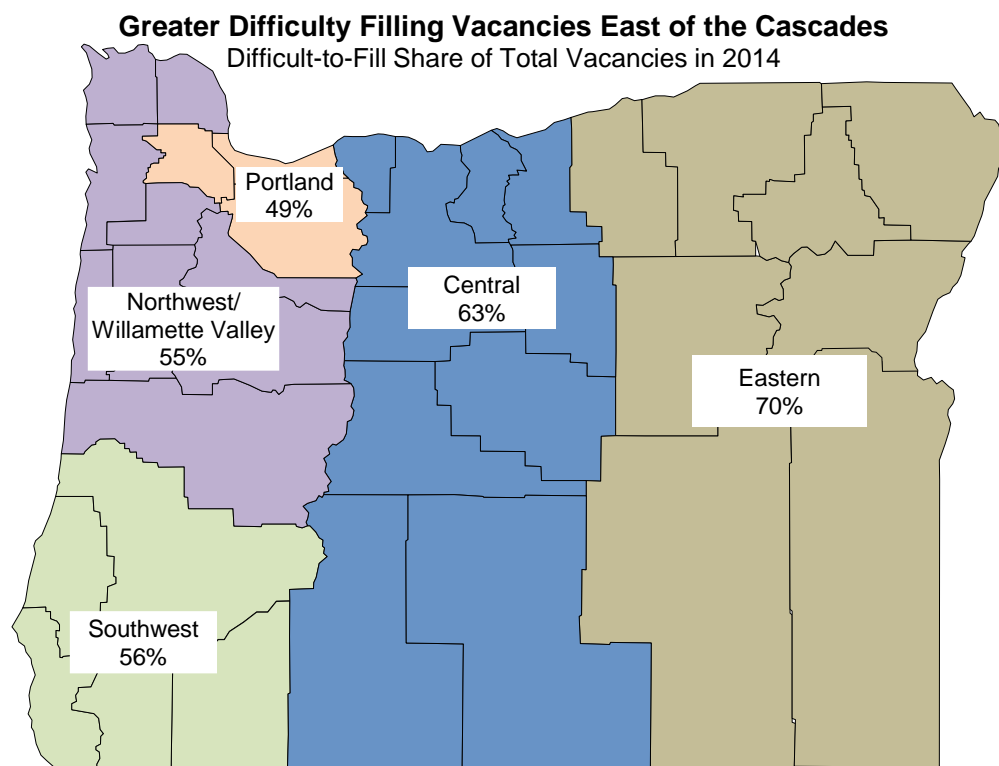
4. First-Line Supervisors of Retail Sales Workers (21)
5. Maintenance and Repair Workers, General (20)
6. Medical and Health Services Managers (17)
7. Sales Representatives, Wholesale and Manufacturing (16)
8. Software Developers, Applications (16)
9. Computer User Support Specialists (16)
10. Pharmacy Technicians (15)

There are a few common skills that translate across all of these top high wage/ high demand occupations. Many require basic to intermediate computer skills, particularly for the technical and medical occupations. In the case of the medial professions, they require more specific medical training that must be gained in accredited programs, such as an Associate's degree or postsecondary license or certification. Many of these high wage/ high demand occupations possess a supervisory function, which requires candidates to have good communication and leadership skills.



The Conference Board Help Wanted Online, a real time labor market information tool, identified 3,760 full-time online job postings across the 10 county area and 1,017 part-time job vacancies in February 2016. These online job postings will not necessarily translate into new jobs; however they are a good

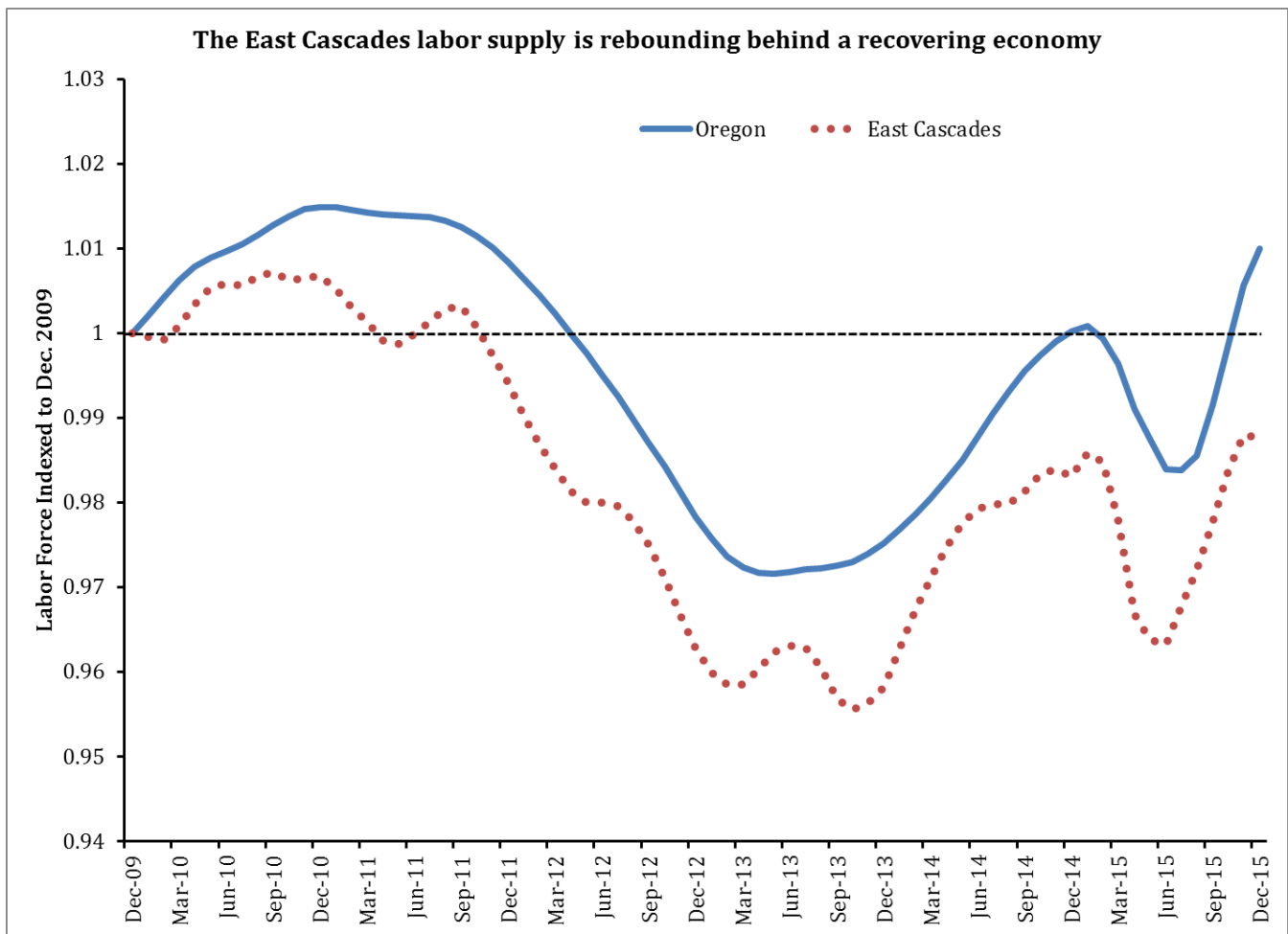
proxy of the demand for labor across the workforce area. February levels of online job postings are considerably higher than previous February's suggesting an early ramp up for spring and summer hiring. Most of these online job postings are concentrated into four major occupational groups: healthcare practitioners and technical occupations; office and administrative support occupations; sales and related occupations; and transportation and material moving occupations.



The increasing demand for labor measured by current job postings points towards significant growth in entry and middle skill jobs over the next year. Many of these occupations are classified as high wage, but do not require high levels of education. Characteristics of the local labor force, the size of the labor pool, and education of the workforce will be covered in section 1.3.

1.3 An 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. [WIOA Sec. 108(b)(1)(C)]

At the time of this report, two opposing trends affect the labor supply in the East Cascades area: an aging workforce and rapid population growth. In rural counties there are few replacements for workers who are aging out of the labor force. There is no consistent flow of young workers into these rural communities with slow natural population growth and little in-migration. The more urban counties are also seeing an aging of their labor force. This is exaggerated in some communities as they have become a destination for retirees, such as Bend. Retirees bring considerable wealth into a community, but they do not contribute to the labor supply. In-migration from those of working age is imperative in order to replace retiring workers. Many of the urban communities along the East Cascades easily attract in-migrants when the economy is healthy and jobs are available. Young skilled labor is drawn to the area due to quality of life and recreational opportunities.



The rapidly improving economy is helping to stymie the labor force declines from those baby boomers who are now retiring (see graph). The labor force totaled around 167,000 in the East Cascades as of January 2016 on a seasonally adjusted basis. The availability of jobs is once again attracting many workers to the East Cascades area, in particular, Deschutes County. Over the past two years, the East Cascades labor force grew by more than 7,600 (+4.8%). The Bend-Redmond Metropolitan Statistical area is adding jobs at a faster pace than any other county in the state. The county is also experiencing some of the fastest population growth in the western United States.

However, growth in the labor force is not keeping up with the expanding job market over the past several years. This sets the stage for a potential labor shortage. Unemployment levels are falling rapidly, with East Cascades seasonally adjusted unemployment down to 5.7 percent in January 2016, a drop of 1.4 percentage points from January 2015. The tightening labor supply is making it difficult for many local employers to find qualified workers for their vacancies. Almost two-thirds (63%) of East Cascades vacancies were identified as difficult to fill. Employers reported a lack of applicants and lack of qualified candidates as the leading reasons for East Cascades difficult-to-fill vacancies, both signs of a tightening labor supply.

The labor force in the East Cascades area is well educated; 35 percent of the population over 25 years of age possesses a Bachelor's degree or higher. Current educational attainment in the area exceeds the competitive needs of projected openings in 2022. Around one-third of all jobs are expected to



require a Bachelor's degree or higher in the East Cascades area by 2022, today's workforce already exceeds those levels of education. Much of the labor shortage is not due to lack of higher education, but due to a lack of applicants or lack of applicants with specialty technical skills.

The tightening labor supply and developing labor shortage are both areas that need to be addressed if the East Cascades area expects to see current levels of job growth continue. In our rural communities this means working with young people to find good work opportunities that will persuade them to stay in rural Oregon. In our more urban communities we need to continue to attract labor from outside the area in order to back fill those workers who are retiring and to account for economic expansion.

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, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

In the East Cascades Workforce Area there are four (4) comprehensive WorkSource Centers that offer all WIOA-mandated Adult and Dislocated Worker services to job seekers. Three (3) of the four (4) centers are in compliance with WIOA mandated Adult and Dislocated Worker services while the remaining center, in the Mid-Columbia sub-region in the north, will be co-located with the Oregon Employment Department in the current WorkSource office located in The Dalles, Oregon prior to July 1, 2016.

Please find below a list of the core workforce development services available in all four centers in the East Cascades:

- Exploratory Services include but are not limited to:
  - Welcome and query customer needs
  - Propose options for next steps including access to resources room, referral to partner agency, and/or one-one with Career Services staff person
- Career Services include but are not limited to:
  - Job Search assistance
  - Placement assistance
  - Career counseling and planning
  - Provision of labor market information
  - Skill assessment
  - Develop Individual Employment Plan (IEP)
  - Skills validation
- Training Services include but are not limited to:
  - Adult Education and Literacy Services
    - English language acquisition
    - Access to Adult Basic Education
  - Talent development
    - Workshops on resume development, basic computer skills, interviewing skills, networking/social media utilization, and soft skills
    - National Career Readiness Certification preparation and testing
  - Skill development
    - Online skill building tools

- Classroom training through access to Individual Training Accounts
- Work-based learning
  - Information on apprenticeships
  - Access to subsidized and unsubsidized work experiences and/or internships
  - Access to On-the-Job training

An area of focus in the coming year is to collaboratively work with our partners (contracted WIOA 1B providers, OED, DHS Self Sufficiency, Voc. Rehab and others) to implement the WorkSource Oregon Standards through a consistent and core set of services in each sub-region that meets a minimum standard of quality. Historically the WorkSource centers in the region have operated in silos therefore the customer experience for job seekers and businesses varied depending on where they received services.

The ECWIB will further ensure all mandated requirements of WIOA Adult and Dislocated Worker and WorkSource Oregon Standards are implemented through the procurement of 1B services beginning July 1, 2016 that meet all mandated requirements.

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. [WIOA Sec. 108(b)(9)]

The ECWIB currently contracts with two (2) service providers to deliver WIOA services to youth aged 16-24 years in the East Cascades. WIOA requires that youth/young adult programs provide and have available a variety of specified services in order to meet the education, training and employment needs of their participants. Unlike the Workforce Investment Act, (WIA), WIOA prioritizes funding for out-of-school youth/young adults with a minimum of 75% of funding dedicated to these populations, while 25% of the funding may be dedicated to in-school-youth services. In preparation for this change the ECWIB's youth providers shifted their enrollment focus this program year to be almost exclusively out-of-school youth, including out-of-school youth with disabilities.

In addition, both providers leverage secondary education services for their WIOA enrolled youth participants. The current WIOA Youth provider in the central and southern sub-regions, Central Oregon Intergovernmental Council (COIC) offers secondary education services to WIOA enrolled youth in-house. COIC's secondary education program boasts the highest GED completion rate in the state. Since the release of the new and more rigorous GED in January 2014, GED completions nationally have dropped by 80% for a national completion rate of 20%. In Oregon the decrease was even higher at 82% or an 18% completion rate while COIC's GED completion rate is nearly double the state's average at 39% completion rate. This positions the region well to address the needs of our out-of-school youth population who lack a secondary education credential.

WIOA also prioritizes work-based training experiences, requiring local areas to spend a minimum of 20% of non-administrative funds on work-based learning experiences. The East Cascades has a rich history of collaboratively working across funding streams to ensure youth have access to both summer and year-round internships/WEX and work crew opportunities. This will increase in the coming year there will be an even greater focus on alignment, increasing and diversifying resources and creating better economies of scale through streamlined administrative processes.

Moving forward, the ECWIB will ensure all WIOA-required program elements are met by seeking proposals from qualified organizations to provide the employment and training services for both in-school and out-of-school youth, in compliance with WIOA and all federal, state and local regulations and guidance.

## Section 2: Strategic Vision and Goals

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]

**Vision:** We envision an East Cascades region with thriving communities where residents have access to education and training which leads to living-wage jobs, and businesses find the qualified talent they need to succeed.

**Mission:** The East Cascades workforce investment board supports the talent needs of employers, and maximizes and aligns investments in the career goals of individuals to fuel a thriving economy.

Our priority goals to support ECWIB's mission include:

- Ensure high quality workforce services to local job seekers and business customers.
- Diversify and increase funding to maximize impact in support of the mission.
- Establish a strategic framework for private and public partnerships that supports collaborative service delivery to both businesses and job seekers

2.2 Describe how the board's vision and goals align with and/or supports the vision of the Oregon Workforce Investment Board (OWIB):

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

See Local Plan References and Resources.

The vision and goals of the ECWIB, as outlined in 2.1, are in direct alignment with those of the Oregon Workforce Investment Board (OWIB).

2.3 Describe how the board's vision and goals contributes to each of the OWIB's goals:

- Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.
- Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.
- Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.
- Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

The OWIB's strategic plan includes a number of strategies under each goal. Local boards are not expected to address how each strategy will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

The ECWIB will achieve a customer-centric workforce system through the implementation of the WorkSource Oregon Operational Standards (WSO) within each Comprehensive WSO Center across the East Cascades Area. The ECWIB will ensure that local businesses are being served by providing a trained and prepared workforce as well as implementing Sector Strategies in each sub-region.

The ECWIB will manage the eligible training provider list to ensure that courses placed on the list result in an industry-recognized credential and is aligned with industries/occupations that have been identified through data-driven analysis to be in-demand.

Through both contracted and leveraged services the ECWIB will support the development of a skilled emergent workforce. Skill building, career exploration, contextualized learning and work-based learning opportunities are necessary to develop both the hard and soft skills of a home grown talent pipeline. The ECWIB will achieve these outcomes through both contracting for WIOA Youth Services and implementing shared tools, like Oregon Connections, in partnership with local Cradle to Career and STEM collaborative in the East Cascades.

The ECWIB launched three sub-regional Sector Partnerships as a framework to help organize relevant stakeholders (K-12, community based organizations, economic development, Oregon Employment Department, WIOA IB providers, etc.) to better understand and partner with industries to meet their competitiveness and workforce development needs. We envision a future state in which there are sector partnerships for each key industry which drive the sub-regional economies.

The ECWIB works closely with the state workforce analyst and regional economist based in our office to ensure that investments are data-driven and responsive to the needs of businesses and employers. Moreover we further vet the data through close partnerships with our regional and local economic development entities.

2.4 Describe how the board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]
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The ECWIB will ensure federal and state performance measures are met through our contractual relationship with our WIOA 1B service providers. Federal and state performance will be reported to the ECWIB on a quarterly basis and the ECWIB may choose to add local measures to drive service delivery. Once WIOA 1B service providers are selected through our upcoming procurement process, the ECWIB staff will provide training and technical assistance to the prevailing providers of services as well as hold them accountable through monthly reporting, contract monitoring and open communication.

### Section 3: Local Area Partnerships and Investment Strategies

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]

In preparation for the implementation of the WorkSource Oregon Standards and WIOA, the East Cascades region has three (3) Local Leadership Teams which meet bi-weekly in each of our sub-regions. Our LLT's consist of all partners who deliver services in or for the WorkSource Center customers.

Each sub-regional team has representatives from the following organizations/entities: Oregon Employment Department, ECWIB staff, WIOA 1B contractors, Vocational Rehabilitation, Department of Human Services – Self Sufficiency, Adult Basic Education, Experience Works, Warm Springs and/or Klamath tribes and relevant community-based organizations.

In addition to the LLT's, we formed a Regional Strategic Alignment Team, which is staffed by the Executive Director of the ECWIB, Regional Oregon Employment Department Manager, Oregon Vocational Rehabilitation Manager and a DHS appointed Department Manager.

3.2 Identify 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. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

WorkSource Oregon (WSO) is the primary service delivery system in the East Cascades. There are a number of agencies connected to, or working within the WS centers to provide services to individuals and businesses.

Currently, these include the following:

- WIOA Title I Adult, Dislocated Worker and Youth Services are currently provided by Central Oregon Intergovernmental Council in the central and southern sub-regions and Mid-Columbia Council of Governments in the northern sub-region.
- WIOA Title II Adult Education and Literacy services are provided by Central Oregon Community College, Columbia Gorge Community College, and Klamath Community College.
- WIOA Title III Wagner-Peyser Services are provided by the Oregon Employment Department.
- WIOA Title IV Vocational Rehabilitation provided by the Department of Human Services' Office of Vocational Rehabilitation Services.
- Temporary Assistance for Needy Families services provided by Department of Human Services' Self Sufficiency Districts 9, 10 and 11.
- Supplemental Nutritional Assistance Program provided by Department of Human Services' Self Sufficiency Districts 9, 10 and 11.
- Carl D. Perkins Career and Technical Education are provided by Central Oregon Community College, Columbia Gorge Community College, Klamath Community College, Oregon Tech and Oregon State University.

3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of OWIB's goals and strategies. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

The partners listed above participated in the development of the mission, vision and goal setting in support of the ECWIB's strategic plan. We will work collaboratively with our partners to further refine our focus and develop actionable strategies to achieve the goals outlined in our ECWIB Strategic Plan.

3.4 Describe strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by Oregon Employment Department and the local board's contracted service providers in order to improve services and avoid duplication. See Local Plan References and Resources. [WIOA Sec. 108(b)(12)]

ECWIB staff and Oregon Employment Department Senior Manager are collaborating to lead the effort to implement the WorkSource Oregon Operational Standards throughout our four (4) WorkSource centers. This will entail a cultural shift within the WorkSource centers as well as in the way partners have historically engaged each other.

The Regional Strategic Team will help guide the overarching region-wide standard development to help clarify expectations for common service delivery while the Local Leadership Teams meet to actualize the implementation within their WorkSource Center. To help engage more partners, increase buy-in to the changes and to move us forward more expeditiously there are work groups being formed in each of the WorkSource Centers to further refine details, train staff and implement the agreed upon changes.

Once the standards are met we will review whether a need remains to continue the Regional Strategic Team. The Local Leadership Teams will continue to meet to focus on continuous improvement efforts.

3.5 Identify 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. See Local Plan References and Resources. [WIOA Sec. 108(b)(13)]

The ECWIB will follow the guidance provided by the Higher Education Coordinating Commission's Office of Community College and Workforce Development for participating in the review process of local applications submitted under WIOA Title II Adult Education and Literacy. The ECWIB's Local Plan will be taken into consideration when evaluating the Title II proposal to ensure service delivery design is aligned with the ECWIB local plan.

3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

The ECWIB staff have engaged our economic development partners across the region including: Regional Solutions, Mid-Columbia Economic Development District, City of Bend Economic Development, Economic Development of Central Oregon, Klamath County Chamber of Commerce, Klamath County Economic Development Association, Lake County Chamber of Commerce, Bend Chamber of Commerce and South Central Oregon Economic Development District. In addition, we met with Small Business Development Center staff at several of the Community Colleges in our region.

We believe there is potential for partnerships with these entities to better understand and address the entrepreneurial needs of our youth and adult customers. The ECWIB will ensure that our contractor-partners offer awareness and support for the entrepreneurial needs of our youth and adult customers.

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. [WIOA Sec. 108(b)(10)]

The ECWIB works closely with all three (3) community colleges in our region and will continue to build on those burgeoning relationships to enhance services while avoiding duplication of services to our collective customers. In addition, the ECWIB is working closely with several cradle to career collaboratives in our region including Building Bridges and Better Together as well as STEM Hubs where many K-16 educational enterprises are already engaged. ECWIB will build on what exists.

Additionally the ECWIB supports collaboration across educational partners as evidenced by our support of a joint application from Columbia Gorge, Central Oregon and Klamath Community Colleges for resources from Oregon Talent Council to support job profiling efforts which would support curricular alignment with industry needs.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

Supportive services are offered to eliminate barriers to employment for program participants, or to support participants needing access to training or employment. Often times participants may not have the proper tools, equipment or transportation they need to achieve success.

As part of the Local Leadership Team agenda, supportive services will be outlined and discussed in order to avoid duplication of services. If common gaps and needs become apparent through Local Leadership Teams, the area of need will be elevated to the Regional Strategic Team level for clarity and support to address the common need across the region.

3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

The ECWIB will observe the priority populations required by WIOA, such as Veterans and eligible spouses, low-income individuals and those who are basic skills deficient. Through the RFP process and subsequent contract, the ECWIB will ensure that service delivery focuses on recipients of public assistance and individuals with barriers to employment, such as English language learners, individuals with disabilities, formerly incarcerated individuals, long-term unemployed individuals and individuals who are basic skills deficient.

Further Local Leadership Teams will develop collaborative approaches to ensuring co-enrollment and access to needed services will be available for all job seekers in our region.

3.10 Based on the analysis described Section 1, identify one to three 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.

Sector Partnership initiation meetings have been held in each of the East Cascades sub-regions. Economic Development, Oregon Employment Department, Community College, ECWIB staff, WIOA 1B providers and local elected officials participated in each of the four (4) hour sub-regional kick-off meetings where an industry or cluster was identified to approach to start or expand on a Sector Partnership. The list below reflects the industry or cluster for each of the sub-regions:

- Northern sub-region: Beverage Manufacturing
- Central sub-region: Outdoor Gear
- Southern sub-region: Specialty Agriculture



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

The ECWIB will support the launch of each of these partnerships in several concrete ways including coordinating and funding the delivery of Sector Partnership Facilitator Training to be delivered in May to increase the bench strength in each of the sub-regions in order to support the ongoing needs of the Sector Partnerships. In addition, as strategies and solutions are developed by the partnerships the Local Leadership Teams will play a role in ensuring job seekers and youth have access to training for and/or employment opportunities which are developed. This will happen both organically as many Sector Partners also serve on Local Leadership Teams and strategically through targeted outreach and investments in career exploration activities, work-based learning, individual training accounts and cohort training as needed.

3.12 Identify and describe the strategies and services that are and/or 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
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses
- C. Better coordinate workforce development programs with economic development partners and programs
- D. 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.

[WIOA Sec. 108(b)(4)(A&B)]

- A. The ECWIB will initially focus efforts primarily on building sector partnerships within the targeted sectors as a framework for how we engage deeply with employers to better understand and address their needs.
- B. Local Leadership Teams will create a feedback mechanism within the local system to gather and disseminate feedback from businesses to relevant WorkSource partners.
- C. In the East Cascades Workforce Area, Economic Development partners meet regularly with WorkSource and ECWIB staff. The ECWIB will continue to work closely with these partners to refine and clarify coordination efforts to align our collective work.
- D. The WorkSource Center in Redmond is piloting *Rethinking Job Search* program which aims to reduce the time an individual spends collecting unemployment insurance by addressing the social and emotional consequences of unemployment. In addition, local WorkSource partners will maintain and build upon current understanding of the basic Unemployment Insurance information and frequently asked questions.

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?

The ECWIB received funding from the Workforce Development Board of Marion, Polk, Yamhill and Linn Counties to implement the Rethinking Job Search program. This is a three-year grant to serve 55 individuals who are receiving Unemployment Insurance benefits.

Although funds are not yet actualized there are several opportunities that the ECWIB is currently pursuing including:

- Tech Hire, Department of Labor competitive grant: SW Washington Workforce Development Council submitted a proposal on which the ECWIB is a sub-recipient of \$117,000 to support the northern sub-region to prepare 17-29 year olds for careers in Advanced Manufacturing.
- Department of Human Services & Community Colleges and Workforce Development: Approximately \$44,000 was made available to support summer jobs in 2016 for youth who are or were in foster care in the state of Oregon.

## Section 4: Program Design and Evaluation

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. [WIOA Sec. 108(b)(3)]

Expanding access to eligible individuals will happen at two levels in the East Cascades. ECWIB staff will work through both the Regional Strategic Team and all Local Leadership Teams to ensure that co-enrollment of job seeker customers is implemented in all centers to ensure individuals with more barriers to employment have access to a broader range of services that are coordinated across agencies.

Additionally, the ECWIB will continue to refine and focus strategies that increase alignment with existing partners while identifying where gaps in service may exist. These gaps may require the implementation of different strategies to create greater opportunities for people experiencing significant barriers to employment.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]

The ECWIB will promote career pathways and career lattices, especially those with a strong work-based learning component. Career Pathways may develop from our Sector Strategy work as well as ongoing employer engagement. The ECWIB staff will work closely with Economic Development, Business and Community Colleges and Oregon Tech to identify gaps in training prospects and current employment opportunities to increase the offerings of these models of training, particularly for individuals with barriers to employment. ECWIB will continue to seek additional funding opportunities to create partnership with employers and educational entities to reach this goal.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

Integrated service delivery will be improved through the implementation of the WorkSource Operational Standards. This model is focused around co-location, alignment and co-enrollment of job seekers. Co-enrollment will be employed at the subcontractor level. The Regional Strategic Team as well as the Local Leadership Teams will support the implementation of these efforts across the centers.

4.4 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the Oregon Workforce Investment Board. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards to assess one-stop centers, guidance on one-stop center infrastructure funds, and roles and contributions of one-stop partners. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

No response required at this time.

4.5 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services 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. [WIOA Sec. 108(b)(6)(A)]

The ECWIB will implement an annual or bi-annual process by which to review performance of the contracted and non-contracted training providers on the Eligible Training Provider list to determine

efficacy of the programs. Programs that outperform others will be pursued to better understand the promising practices they employ to effectively train job seekers. Some elements to consider in the review process include training program completion rate, credential attainment rate and placement in employment and subsequent retention rate.

Prior to July 1, 2016, the ECWIB will have a clear policy on review and approval of eligible training providers in the East Cascades in accordance with federal and state guidance. The policy will articulate that training programs and courses must support local emerging and existing in-demand occupations and result in industry-recognized credentials.

B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

This is a topic central to the East Cascades region as the majority of the area is rural with pockets of urban centers. East Cascades boasts of population approaching 348,000 spread across nearly 30,000 square miles – the size of a small country. Within this context it is not reasonable to expect job seekers to only access services by traveling to one of our four WorkSource Centers in the region. Therefore we intend to employ several strategies to increase access for job seekers in our region.

First, to address higher needs areas based on historic utilization of services, the ECWIB in partnership with Oregon Employment Department will identify several locations to house satellite WorkSource centers based on availability of funds. These WorkSource Centers will not be comprehensive but rather a smaller scale version of a fully integrated center.

Second, we will employ technology through online learning to reduce the travel time of job seekers who want to pursue training. We are partnering with Worksystems to implement 1) Code Oregon, a self-paced, games-based online curriculum that teaches coding skills, and 2) Train Oregon, a partnership with Open Sesame, an aggregator of online training content that can be customized to the region.

Finally, we have plans to work with our County Commissioners and Judges to explore the utilization of the library system in East Cascades to house a WorkSource computer station for job seekers. Although the idea is just burgeoning the computer could be used to explore career options, access online WorkSource services and/or contact WorkSource staff for support.

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. See Local Plan References and Resources. [WIOA Sec. 108(b)(6)(C)]

The Director of Strategic Alignment is the designated equal opportunity officer (EEO) who will monitor compliance of the WIOA Section 188 and applicable provisions of ADA. The EEO officer will work closely with the designated State Equal Opportunity Officer/Universal Access Coordinator to ensure the services and WSO centers are in compliance with related rules and regulations. Additionally, subcontractors will be required to assign a staff person to act as the designated EEO officer within their own organization.

- 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). [WIOA Sec. 108(b)(6)(D)]

The ECWIB looks forward to working with partners and the state of Oregon technical assistance team to implement the MOU and resource sharing agreements required under 2 CFR 200.

- 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 [WIOA Sec. 108(b)(21)]

East Cascades WorkSource Centers currently use a technology-enabled enrollment system called WorkSource Oregon Management Information Systems (WOMIS). This system determines eligibility for multiple workforce programs, which then populates I-Trac. I-Trac is the customer data and performance tracking system for WIOA Adult, Dislocated Worker and Youth services and other discretionary grants. Subcontractors have appropriate access to I-Trac. ECWIB staff will support training in the field as changes to these systems are implemented across the state.

- 4.6 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:

- A. Expend a minimum 25% of WIOA funding under the local board's direct control on occupational skill development.  
OR  
B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.

ECWIB plans to utilize an alternative formula which includes other income beyond WIOA funding to meet the minimum 25% expenditure mandate. The plan will be formulated and submitted to the appropriate entity by the requisite deadline.

- 4.7 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]

Prior to July 1, 2016, the ECWIB will have a policy indicating the eligibility criteria for issuing an individual training account. To ensure alignment and compliance, the Regional Strategic Team may play a role in determining the procedures for approving individual training account applications within the WorkSource centers in East Cascades.

- 4.8 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. [WIOA Sec. 108(b)(19)]

The ECWIB will provide guidance and technical assistance to its partner contractors to ensure the dissemination of the list of eligible providers of training services to all program participants seeking training services.

- 4.9 Describe 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. [WIOA Sec. 134(c)(3)(G)(iii)]

ECWIB staff will work closely with our Oregon Employment Department Regional Economist as well as WorkSource Center leadership to develop a compliant process for ensuring training available on the ETPL are linked to in-demand industry sectors or occupations in East Cascades prior to July 1, 2016.

4.10 Describe how rapid response activities are coordinated and carried out in the local area. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]
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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 ECWIB for approval. Upon approval, ECWIB 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 include but are not limited to:

- WIOA 1B Service Provider
- Oregon Employment Department representatives, including veteran representation
- State Labor Liaison
- Local community college
- Social Service agencies as appropriate

## Section 5: 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. [WIOA Sec. 108(b)(16)]

The ECWIB does not deliver direct services and is scheduled to procure the delivery of workforce development services for adults, dislocated workers and youth in late April 2016 with awards for services to begin on or before July 1, 2016. Proposers will be encouraged to attend a bidder's conference scheduled for early May 2016. An email address will be developed for potential proposers to submit questions and a section of the ECWIB's website will be used to post all questions and responses from the Bidders conference as well as those received via the email address in timely fashion.

The Request for Proposals will include detailed instructions on submission expectations, offer clarity on service delivery requirements and outline evaluation criteria. A review panel will be developed consisting of a combination of external workforce consultants, ECWIB staff, and non-conflicted ECWIB members to review and score proposals with metrics developed based on RFP scoring indicators. ECWIB staff will present the results and recommendations for funding to the Executive Committee of the ECWIB to seek approval to enter into contract negotiations for contracted service providers.

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

5.3 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment B. See Local Plan References and Resources.

5.4 Provide the policy and process for nomination and appointment of board members demonstrating compliance with Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment C.

5.5 Provide the completed Local Workforce Development Board Certification Request form included in Oregon draft policy WIOA 107(c) – Appointment and Certification of Local Workforce Development Board as Attachment D. See Local Plan References and Resources.

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

Currently the Director Strategic Alignment at the ECWIB is serving as the Equal Opportunity Officer for the local area. Once hired, the Director of Innovation and Development will assume these duties.

Liz Casey  
Director of Strategic Alignment  
East Cascades Workforce Investment Board  
404 SW Columbia St, Suite 200  
Bend, OR 97702  
541.385.9675  
[liz@eastcascadesworks.org](mailto:liz@eastcascadesworks.org)

5.7 Identify the entity responsible for the disbursement of grant funds. See Local Plan References and Resources. [WIOA Sec. 108(b)(15)]

East Cascades Workforce Investment Board.

5.8 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

### **Adult**

Average Earnings: \$13,500

Employment Retention Rate: 84%

Entered Employment Rate: 60%

### **Dislocated Worker**

Average Earnings: \$13,500

Employment Retention Rate: 84%

Entered Employment Rate: 60%

### **Youth**

Attainment of a Degree or Certificate: 72%

Literacy and Numeracy Gains: 60%

Placement in Education or Employment: 72%

5.9 Describe 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. [WIOA Sec. 108(b)(17)]

The ECWIB will review progress toward achievement of the federal and state performance measures on a quarterly basis that will culminate in an annual review of system and provider performance. Once the Department of Labor releases WIOA regulations outlining the details of future WIOA measures, the ECWIB may develop additional local measures to track progress against our strategic plan.

5.10 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board 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. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

See answer to Section 4.5D above.

5.11 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) 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. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

The local plan was developed with engagement from the ECWIB and relevant stakeholders including Economic Development, WIOA 1B contractors and Oregon's Research Division.



A day-long planning session was facilitated by Thomas P. Miller and Associates with ECWIB members, Central Oregon Workforce Consortium and community stakeholders to inform the development of the ECWIB's mission, vision and goals. In addition, individual board members contributed to sections of the plan as well as participated in online discussions and e-surveys to collect feedback. The ECWIB met to review and approve the plan on March 29, 2016.

Due to time constraints the ECWIB's plan will be posted on our website for public comment at the same time that it is submitted to the state. If there are any revisions based on public comments, an updated plan will be submitted to the state immediately following the 30 day public comment period.

5.12 State any concerns the board has with ensuring the compliance components listed below are in place prior to July 1, 2016. Copies of documents are not required at this time but may be requested during monitoring.

- 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 Development 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, transitional jobs, stipends, training verification/refunds,
  - Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
  - Board Policies 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

There are no concerns at this time.

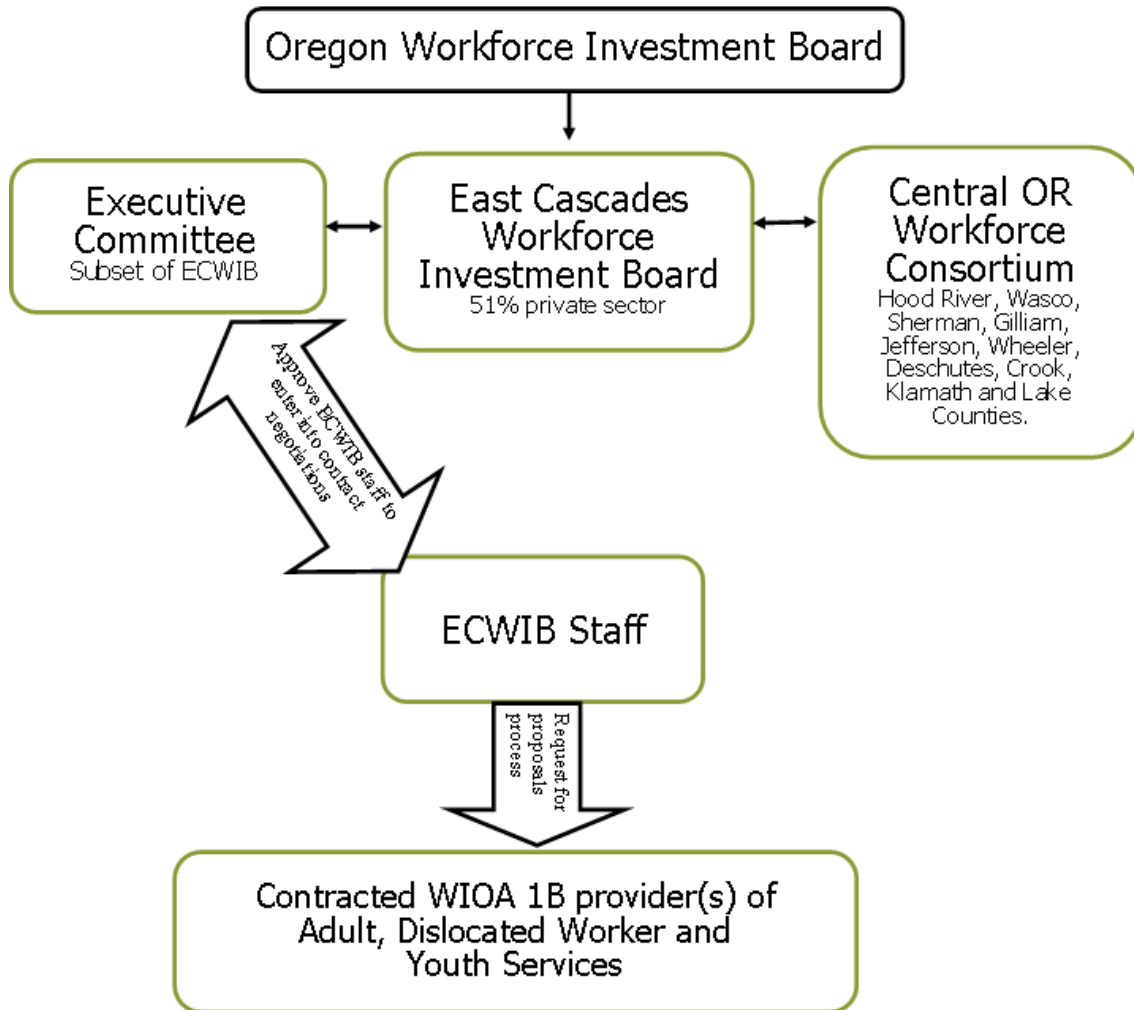
5.13 Provide the completed copies of the following local board approval forms:

- State of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents will be posted in the near future.

No response required at this time.

## East Cascades Workforce Investment Board



*Attachment B*

**East Cascades Workforce Investment Board Membership**

WIOA Sec. 107(b)(2)(A)			
<b>Business Representatives – Majority of the board must come from this category.</b>			
Representatives of businesses in the local area who:			
i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority -or- ii. represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area			
(Must be nominated by local business organizations and business trade associations)			
<u><b>Business or Agency Name</b></u>	<u><b>Member Names</b></u>	<u><b>Nominated By</b></u>	<u><b>Term Expiration Date</b></u> If Vacant, Date to be Filled
<b>Klamath Chamber of Commerce</b>	<b>Charles “Chip” Massie</b>	<b>KCEDA</b>	
<b>Contact Industries</b>	<b>Keith Eager</b>	<b>EDCO</b>	
<b>Jeld-Wen</b>	<b>Wally Corwin</b>	<b>EDCO</b>	
<b>Bend Research</b>	<b>Trygve Bolken</b>	<b>EDCO</b>	
<b>McGarva Ranch Lakeview Lockers</b>	<b>Kelly McGarva</b>	<b>Lake County Chamber of Commerce</b>	
<b>Mid-Columbia Medical Center</b>	<b>Duane Francis</b>	<b>The Dalles Chamber of Commerce</b>	
<b>pFriem Family Brewers</b>	<b>Ken Whiteman</b>	<b>Hood River Chamber of Commerce</b>	
<b>Keith Walking Floors</b>	<b>Brenda Jones</b>	<b>EDCO</b>	
<b>Hydro Flask, Inc.</b>	<b>Ellyn Biedscheid</b>	<b>EDCO</b>	
<b>Waste Management</b>	<b>Alan Anderson</b>	<b>Arlington Chamber</b>	

## East Cascades Workforce Investment Board Membership

<b>WIOA Sec. 107(b)(2)(B)</b> <b>Representatives of the workforce within the local area – At least 20% of the total board membership must represent the categories in this section.</b>			
<u><b>Membership Category</b></u> Name of labor organization, CBO, etc.	<u><b>Member's Name</b></u>	<u><b>Nominated By</b></u>	<u><b>Term Expiration Date</b></u> If Vacant, Date to be Filled
(i) Representatives of labor organizations (for a local area in which employees are represented by labor organizations), or (for a local area in which no employees are represented by such organizations) other representatives of employees;  <b>Minimum of one representative</b> (Must be nominated by local labor federations or other employee representative group.)			
<b>AFL-CIO</b>	<b>Mark Warne</b>	<b>Oregon AFL-CIO</b>	
<b>Carpenters Union</b>	<b>Pat Davis</b>	<b>Oregon AFL-CIO</b>	
(ii) Representative of labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area  <b>Minimum of one representative, if such a program exists in the area</b>			
<b>UA 290 Plumbers and Steamfitters Training Program</b>	<b>Dave Burger</b>	Not Applicable	
(iii) Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities <b>(Optional category)</b>			
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
(iv) Representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth <b>(Optional category)</b>			
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	
		Not Applicable	

## East Cascades Workforce Investment Board Membership

### WIOA Sec. 107(b)(2)(C)

**Each local board shall include representatives of entities administering education and training activities in the local area.**

When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives.

<b><u>Membership Category</u></b> List Business or Agency Name	<b><u>Names</u></b> Member's Name	<b><u>Nominated By</u></b> Organization Name	<b><u>Term Expiration</u></b> <b><u>Date</u></b> If Vacant, Date to be Filled
A representative of eligible providers administering adult education and literacy activities under title II of WIOA			
<b>Minimum of one representative</b>			
<b>Central Oregon Community College</b>	<b>Debbie Hagan</b>	<b>Consortium of East Cascades Community Colleges</b>	
A representative of institutions of higher education providing workforce investment activities (including community colleges)			
<b>Minimum of one representative</b>			
<b>Klamath Community College</b>	<b>Roberto Gutierrez</b>	<b>Consortium of East Cascades Community Colleges</b>	
Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment ( <b>Optional category</b> )			

### East Cascades Workforce Investment Board Membership

<b>WIOA Sec. 107(b)(2)(D)</b> <b>Each local board shall include representatives of governmental and economic and community development entities serving the local area.</b>			
<u><b>Membership Category</b></u> List Business or Agency Name	<u><b>Names</b></u> Member's Name	<u><b>Nominated By</b></u> Organization Name	<u><b>Term Expiration</b></u> <u><b>Date</b></u> If Vacant, Date to be Filled
Representatives of economic and community development entities <b>(Minimum of one representative)</b>		Not applicable	
<b>Mid-Columbia Economic Development District</b>	<b>Amanda Hoey</b>	<b>NA</b>	
Representative from the State employment service office under the Wagner-Peyser Act serving the local area <b>(Required)</b>		Not applicable	
<b>Oregon Employment Department</b>	<b>Amy Gibbs</b>	<b>NA</b>	
Representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area [other than section 112 or part C of that title] <b>(Required)</b>		Not applicable	
<b>Department of Human Services – Vocational Rehabilitation</b>	<b>Molly Joubert</b>	<b>NA</b>	
Representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance <b>(Optional)</b>		Not applicable	
<b>Latino Community Association</b>	<b>Brad Porterfield</b>	<b>NA</b>	
Representatives of philanthropic organizations serving the local area <b>(Optional)</b>		Not applicable	
<i>Other</i>		Not applicable	

*Attachment C*  
*Central Oregon Workforce consortium (COWC) and East Cascades*  
*Workforce Investment Board (ECWIB)*

**East Cascades Workforce  
Investment Board**



**ADMINISTRATIVE POLICY &  
PROCEDURES MANUAL**

**TITLE: NOMINATION AND APPOINTMENT PROCESS FOR  
MEMBERSHIP ON THE EAST CASCADES WORKFORCE  
INVESTMENT BOARD**

**PURPOSE**

Section 107(b)(1) of the Workforce Innovation and Opportunity Act (WIOA) requires the Governor, in partnership with the State Workforce Development Board, to establish criteria for use by local Chief Elected Officials to appoint members of local boards in their areas. The U.S. Department of Labor (DOL), through Training and Employment Guidance Letter (TEGL) 27-14, further requires state policy outlining the criteria and process for local board member appointment. The Central Oregon Workforce Consortium intends to establish a policy and process to accept nominations and make appointments to the East Cascades Workforce Investment Board (ECWIB), based on the criteria established by the Act and the Oregon state policy.

**POLICY**

**Local Board Membership:**

All local board members must be individuals with optimum policy-making authority within the entities they represent and demonstrated experience and expertise for the positions they fill.

**Business Representatives:**

The majority of local board members must be representatives of businesses or business organizations in the local area.

Each business representative must meet the following criteria:

- Be an owner, chief executive officer, chief operating officer, or other individual with optimum policy-making or hiring authority;

## East Cascades Workforce Investment Board



## ADMINISTRATIVE POLICY & PROCEDURES MANUAL

### **TITLE: NOMINATION AND APPOINTMENT PROCESS FOR MEMBERSHIP ON THE EAST CASCADES WORKFORCE INVESTMENT BOARD**

- Provide employment opportunities that, at a minimum, include high-quality, work-relevant training in in-demand industry sectors or occupations as those terms are defined in WIOA Section 3 (23) in the local area;

#### **Workforce Representatives:**

At least 20 percent of local board members must be workforce representatives who meet the following criteria:

- Three or more members in this category must be representatives of labor organizations;
  - One or more members in this category must represent a joint labor management or union affiliated registered apprenticeship program within the local area who must be a training director or a member of a labor organization. If no union-affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;

In addition to the workforce representatives cited above, the local board may include the following to contribute to the 20 percent requirement:

- One or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- One or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

#### **Balance of Representatives:**

- At least one eligible provider administering adult education and literacy activities under WIOA Title II;
- At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and



## East Cascades Workforce Investment Board



## ADMINISTRATIVE POLICY & PROCEDURES MANUAL

### **TITLE: NOMINATION AND APPOINTMENT PROCESS FOR MEMBERSHIP ON THE EAST CASCADES WORKFORCE INVESTMENT BOARD**

- At least one representative from each of the following governmental and economic and community development entities:
  - Economic and community development entities;
  - The state employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and
  - The programs carried out under Title I of the Rehabilitation Act of 1973, other than Section 112 or part C of that title;

Local boards may include representatives of other appropriate entities in the local area, including:

- Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
- Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- Philanthropic organizations serving the local area; and
- Other appropriate individuals as determined by the chief elected official.

#### **Board Member Nominations:**

- Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
- Labor representatives must be selected from among individuals nominated by local or state labor federations;
- When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities. [WIOA Section 107(b)(6))]
- All other representatives are appointed from among individuals who are nominated by locally recognized organizations or entities, such as chambers of commerce, non-profit networks, or coalitions, etc.

#### **Vacancies, Change In Status, and Related Issues**

## **Vacancies**

Vacancies must be filled within a reasonable amount of time of the vacancy, but no later than ninety (90)-days. Vacancies must be filled in the same manner as the original nomination and appointment process. Reappointments of current members can be authorized by the Chief Local Elected Official (CLEO). **Actions taken by the ECWIB after a ninety (90)-day period of vacancies will be null and void, unless a waiver has been granted by the Office of Community Colleges and Workforce Development.**

## **Change in Status**

Board members who no longer hold the position or status that made them eligible to be a Board member must resign or be removed immediately by the Chief Local Elected Official (CLEO) as a member of the ONWIB. E.g. no longer work in the private sector, or no longer with an educational institution, etc.

## **Mid-Term Appointment**

Board members replacing out-going member's mid-term, will serve the remainder of the out-going member's term.

## **Quorum**

A quorum is defined as a majority of 51%, excluding vacancies, provided that the majority (51%) of members in attendance are business representatives.

## **Removal**

A Board member must be immediately removed by the Chief Local Elected Official (CLEO) if any of the following occurs:

- A documented violation of conflict of interest
- Failure to meet the requirements of member representation as described in Change in Status.
- Documented proof of fraud and/or abuse

Board members may be removed for other reasons outlined in the bylaws of the ECWIB. The Central Oregon Workforce Consortium strongly encourages the East Cascades Workforce Investment Board to establish and enforce strong attendance requirements for its members. The bylaws must contain specific criteria to establish just cause for removal of a member, as well as the process for removal, and the process for appeal and arbitration.

Questions relating to this document may be directed to the Executive Director of the Central Oregon Workforce Consortium (COWC) and East Cascades Workforce Investment Board (ECWIB). The telephone number is (541)385-9675.

## **References:**

- WIOA Section 107(b)
- WIOA Section 107(i)
- Proposed 20 CFR 679.310, 679.320, 679.330, 679.340, 679.350, and 679.360
- Training and Employment Guidance Letter (TEGL) 27-14

**East Cascades Workforce  
Investment Board**



East Cascades  
WORKFORCE INVESTMENT BOARD

**ADMINISTRATIVE POLICY &  
PROCEDURES MANUAL**

**TITLE: NOMINATION AND APPOINTMENT PROCESS FOR  
MEMBERSHIP ON THE EAST CASCADES WORKFORCE  
INVESTMENT BOARD**

**POLICY APPROVED BY:**

\_\_\_\_\_  
Charles “Chip” Massie

ECWIB Chair

\_\_\_\_\_  
Commissioner Alan Unger

COWC CLEO

**Approval Date:**

**Effective Date:**

\_\_\_\_\_  
July 1, 2015

**\*\*NEW Policy\*\***

*Attachment D*

**LOCAL WORKFORCE DEVELOPMENT BOARD  
CERTIFICATION REQUEST**

I certify that I am authorized to request certification of the East Cascades Workforce Investment Board for the East Cascades region encompassing Hood River, Wasco, Sherman, Gilliam, Jefferson, Wheeler, Crook, Deschutes, Lake and Klamath Counties.

This certification is for the Workforce Innovation and Opportunity Act period ending June 30, 2018.

This request includes documentation demonstrating the Local Workforce Development Board Membership composition.

Submitted on behalf of the Chief Local Elected Official for this Local Workforce Development Area.

*Alan Unger*

\_\_\_\_\_  
(Signature – Local Elected Official)

*3-29-2016*

\_\_\_\_\_  
(Date)

*ALAN UNGER*

\_\_\_\_\_  
Alan Unger, Deschutes County Commissioner  
Chief Local Elected Official

<b>East Cascades High Demand Occupations</b>						
<i>Filters: Associate's or less; \$30,000 + a year; medium-fast growth (10%+ 10 yr growth); High Demand; 2012 EMP over 100; min. 10 openings a year; retail and leisure excluded</i>						
<b>Industry</b>	<b>Occupation</b>	<b>2012 Employment</b>	<b>2012- 2022 Employment Growth</b>	<b>Typical Education</b>	<b>2015 Average Annual Salary</b>	<b>Number of Current Job Listings</b>
<b>Health Services</b>	Registered Nurses	2,498	15.7%	Associate's degree	\$ 81,612	55
	Medical Secretaries	1,134	32.1%	High school diploma or equivalent	\$ 34,490	4
	Medical Assistants	607	23.2%	Postsecondary training (non-degree)	\$ 35,989	2
	Dental Assistants	358	12.0%	Postsecondary training (non-degree)	\$ 39,437	1
	Pharmacy Technicians	326	20.6%	Postsecondary training (non-degree)	\$ 35,492	8
	Dental Hygienists	270	18.5%	Associate's degree	\$ 77,380	0
<b>Office and Clerical</b>	Medical Records and Health Information Technicians	234	15.8%	Postsecondary training (non-degree)	\$ 36,905	3
	Bookkeeping, Accounting, and Auditing Clerks	1,991	14.2%	Postsecondary training (non-degree)	\$ 35,795	3
	Secretaries and Administrative Assistants	1,526	12.6%	High school diploma or equivalent	\$ 30,964	2
	First-Line Supervisors of Office and Administrative Workers	1,085	12.8%	High school diploma or equivalent	\$ 46,288	21
	Billing and Posting Clerks	608	15.5%	High school diploma or equivalent	\$ 35,878	0
	Office and Administrative Support Workers, All Other	415	11.3%	High school diploma or equivalent	\$ 33,272	1
<b>Construction</b>	Maintenance and Repair Workers, General	902	12.3%	High school diploma or equivalent	\$ 36,839	14
	Carpenters	705	21.7%	High school diploma or equivalent	\$ 42,416	9
	Construction Laborers	627	22.6%	Less than high school	\$ 32,190	6
	Electricians	434	17.0%	High school diploma or equivalent	\$ 57,642	2
	Operating Engineers and Other Construction Equipment Operators	374	10.7%	High school diploma or equivalent	\$ 43,446	2
	First-Line Supervisors of Construction Trades and Extraction	337	20.5%	High school diploma or equivalent	\$ 59,048	1
<b>Transportation</b>	Logging Equipment Operators	231	26.4%	High school diploma or equivalent	\$ 36,313	1
	Heavy and Tractor-Trailer Truck Drivers	1,513	19.9%	Postsecondary training (non-degree)	\$ 39,707	77
	Light Truck or Delivery Services Drivers	705	13.8%	High school diploma or equivalent	\$ 38,306	17
	Agricultural Equipment Operators	520	16.2%	High school diploma or equivalent	\$ 38,408	0
	Bus Drivers, School or Special Client	463	12.1%	High school diploma or equivalent	\$ 31,624	2
	Driver/Sales Workers	385	14.0%	High school diploma or equivalent	\$ 32,361	8
<b>Manufacturing</b>	Team Assemblers	484	21.5%	High school diploma or equivalent	\$ 31,183	1
	Woodworking Machine Setters, Operators, and Tenders	479	24.6%	High school diploma or equivalent	\$ 30,098	3
	First-Line Supervisors of Production and Operating Workers	445	14.2%	High school diploma or equivalent	\$ 50,243	7
	Sawing Machine Setters, Operators, and Tenders, Wood	357	25.2%	High school diploma or equivalent	\$ 34,043	0
	Inspectors, Testers, Sorters, Samplers, and Weighers	305	17.7%	High school diploma or equivalent	\$ 37,105	0
	Industrial Machinery Mechanics	272	36.8%	High school diploma or equivalent	\$ 54,012	2
<b>Other</b>	Teacher Assistants	1,504	10.3%	High school diploma or equivalent	\$ 31,311	4
	Sales Representatives, Wholesale and Manufacturing	770	16.5%	High school diploma or equivalent	\$ 51,119	9
	Automotive Service Technicians and Mechanics	516	10.3%	Postsecondary training (non-degree)	\$ 35,198	5
	Firefighters	495	11.1%	Postsecondary training (non-degree)	\$ 53,857	0
	Social and Human Service Assistants	473	14.4%	High school diploma or equivalent	\$ 31,595	14
	Computer User Support Specialists	308	19.2%	Postsecondary training (non-degree)	\$ 48,947	10