

# CCD Regional Needs Assessment

## Assessing the Impacts of the COVID-19 Pandemic



*Photos taken and shared by Emily Bradley*

April 2021

CCD Economic Development District

# Acknowledgements

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## About the Institute for Policy Research and Engagement



**School of Planning, Public  
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Research and Engagement**

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

## About the Resource Assistance for Rural Environments

Resource Assistance for Rural Environments (RARE) is a unique AmeriCorps Program serving rural Oregon to strengthen communities, economies, food systems, and the natural environment. Housed at the University of Oregon's Institute for Policy Research & Engagement in the School of Planning, Public Policy, and Management, we aim to link the energy, expertise, and innovation of the University of Oregon with rural Oregon communities' most pressing needs.

RARE AmeriCorps' mission is to assist Oregon's natural resource-tied rural communities while providing supported, applied experience to college graduates from across the US.

RARE members live in rural communities for 11 months and serve cities, counties, non-governmental organizations, or state agencies to improve economic and environmental conditions in rural Oregon. Now in its 26th year, the RARE AmeriCorps Program has placed over 550 volunteers and served every Oregon County. Placement focus areas include:

# Special Thanks

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We would like to thank the following individuals and organizations who provided input and feedback throughout the 2021 Needs Assessment Report process.

## CCD Business Development Board Members

John Burns	CEO	Port of Coos Bay/Charleston Marina
Rodger Craddock	City Manager	City of Coos Bay
Iliana Montiel	Asst. Director of Health Services	Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians
Melissa Cribbins	County Commissioner	Coos County
Judy Duffy	CEO	Tribal One
Terence O’Conner	City Administrator	City of North Bend
Sammie Arzie	Commercial Banker	Banner Bank
Jessica Engelke	Business/Marketing Instructor	Southwestern Oregon Community College
Shaun Gibbs	Executive Director	South Coast Development Council
Court Boice	County Commissioner	Curry County
Jodi Fritts	City Administrator	City of Gold Beach
Maarten Van Otterloo	Retired	
Summer Matteson	Economic Development	Curry County
Bret Curtis	Board Member	
Tamie Kaufman		Cooperative Management Solutions
Randy Mason	Sr. Relationship Manager	Rogue Credit Union
David Johnson	Finance Director	City of Port Orford
Chris Boice	County Commissioner	Douglas County
Tim Allen		Roseburg Rentals
Charmaine Vitek		Port of Umpqua
Ron Doan		Cow Creek Government Offices
Sam Carter	Regional Business Manager	Pacific Power
Randy Richardson	VP, Sr. Business Banking Relationship Manager	Umpqua Bank
Kristi Gilber	Community Development Specialist	City of Sutherlin
Joel Hooper	Investment Consultant	

## Interview Thanks

Thank you to all the following essential community members for providing impacts and needs feedback:

Court Boice	County Commissioner	Curry County
Jodi Fritts	City Administrator	City of Gold Beach
Tamie Kaufman	Mayor	City of Gold Beach
Janell Howard	City Manager	City of Brookings
Jeff Griffin	Port Manager	Port of Bandon
Loree Pryce	City Manager/City Recorder	City of Lakeside
James Edwards	Mayor	City of Lakeside
Terrie Richards	City Administrator	City of Port Orford
Stephanie Patterson	City Recorder	City of Powers
Darin Nicholson	City Manager	City of Myrtle Point
Rodger Craddock	City Manager	City of Coos Bay
Jessica Engelke	Mayor	City of North Bend
David Milliron	City Administrator	City of North Bend
Margaret Barber	Director of External Affairs	Port of Coos Bay
Melissa Cribbins	County Commissioner	Coos County
Charmaine Vitek	Port Manager	Port of Umpqua
Chris Boice	County Commissioner	Douglas County
Steve Dahl	City Administrator	City of Drain
Bette Kheeley	Mayor	City of Oakland
Terri Long	City Recorder	City of Oakland
Courteney Halstead	Executive Assistant	City of Reedsport
Deanna Schafer	City Manager	City of Reedsport
Jennifer Rockwell	Administrative Assistant	Reedsport Chamber of Commerce
Ron Harker	Finance Director	City of Roseburg
John Lazur	Assistant Planner	City of Roseburg
Nikki Messenger	City Manager	City of Roseburg
Debbie Fromdahl	Executive Director???	Roseburg Area Chamber of Commerce
Jerry Gilham	City Administrator	City of Sutherlin
Kristi Gilbert	Community Development Director	City of Sutherlin
Tracy Martz	Executive Director	Sutherlin Chamber of Commerce
Sean Negherbon	City Administrator	City of Myrtle Creek
Joanna Bilbrey	City Recorder	City of Myrtle Creek
Lonnie Rainville	Community Development Director	City of Myrtle Creek
Katy Bernal	President	Myrtle Creek Chamber of Commerce
Dawn Russ	City Recorder	City of Glendale
Kathleen Wilson	City Manager/City Recorder	City of Riddle
Mark Bauer	City Manager	City of Winston
Rhonda Rasmussen	City Administrator	City of Yoncalla
Brandi Gross		Canyonville Chamber of Commerce
John Dimof		Blue Zones Project Umpqua
Max Gimbel	Associate Director	The Ford Family Foundation
Michelle Martin	Director of Community and Economic	NeighborWorks Umpqua
Susie Johnston-Forte	Executive Director	Downtown Roseburg Association

Additional thanks to the Southern Oregon Workforce Investment Board, Travel Southern Oregon, for inviting us to their workgroups

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# Executive Summary

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When the COVID-19 pandemic struck the world in early 2020, local, state, and national economies suffered. Oregon businesses shut down due to State mandates to reduce the spread of the disease. There have been widespread impacts from this, and many anticipate recovery efforts will be necessary as needs surface in the future. Southwestern Oregon experienced similar challenges to many other counties and states across the U.S when COVID-19 struck; including pressured health care systems, hindered local economies, and exacerbated inequities.

CCD Business Development Corp., South Coast Development Council Inc, and their regional partners recognized the needs of the community and came together to identify overarching and specific needs throughout the region, identified in this needs assessment. CCD contracted SCDCinc to ensure the project and related grant would have adequate support to connect with regional partners and create the ERI.

This report used The Ford Family Foundation’s “Listen to Learn” framework– CCD and SCDCinc interviewed community members who have heard, witnessed, and experienced various economic impacts and distributed a survey to business owners. CCD and six other economic development districts across Oregon completed a COVID-19 economic needs assessment to document these needs related to COVID-19, the economic downturn, and the wildfires and how to be better prepared for the future.

## Key Themes of Needs Assessment

Most of the needs identified in the themes existed before the pandemic, but were exacerbated or their importance was amplified. This report is intended to evolve with the needs of the communities.

1. Preparing businesses for emergencies and disasters
2. Maintaining and developing a healthy workforce
3. Funding for small businesses and large-scale projects
4. Fostering government emergency mindset and collaboration
5. Creating cohesive messaging throughout the region

## Opportunities

Based on the key themes and related needs, a series of barriers and strategies to overcome those barriers were identified. These opportunities to overcome barriers and fulfill needs do not fall to any individual organization, but to the region to collaborate on finding solutions. Because of this report, CCD recommends several specific actions, including but not limited to:

1. Prioritizing the expansion and inclusion of adequate broadband throughout the region
2. Pursuing alternative housing options and supporting low to moderate income renters and homeowners
3. Developing comprehensive emergency plans for local governments that align and support each other as well as individual emergency plans for business owners
4. Expanding training for business owners and employees to fill workforce gaps and expand employment opportunities

5. Creating cohesive, unified messaging in emergency and non-emergency times

# Introduction

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In April of 2020, CCD Business Development Corporation began to see the unprecedented impacts of the SARS-COV-2 virus, better known as COVID-19, in the Coos, Curry, and Douglas Counties region. Southwestern Oregon saw 7,516 more employment claims in April 2020 than the 1,262 claims in March 2020 totaling 8,778 claims in a month. Unemployment peaked 17.1% in the region, from a previous low of 4.4% just a few months prior in November (according to data from the Oregon Employment Department).

In this unprecedented time, CCD aspires to help the region recover and build a more resilient economy. As the federally-designated Economic Development District for Coos, Curry, and Douglas counties, CCD oversees the development and implementation of the region's Comprehensive Economic Development Strategy. It is managed by a board of representatives from various industry sectors from each of the three counties. CCD's role provides an opportunity to pivot the existing work to focus on economic recovery.

One of the first steps to respond and address COVID-19 impacts was distributing the Paycheck Protection Program (PPP), Economic Injury Disaster Loans (EIDL), and other loan and grant funding to the Southwestern Oregon communities. In total, over \$340 Million in grant and PPP funding was distributed in the region. For a close look at the distribution of grant funds, see [Appendix A](#).

CCD developed an Economic Recovery Initiative (ERI) to be implemented by July 2021 that responds to challenges for small businesses and economic anchors with a focus on collaborating. The ERI has been guided by the University of Oregon's Institute for Policy Research and Engagement (IPRE), the Resource Assistance for Rural Environments (RARE) AmeriCorps Program, Oregon Economic Development Districts, CCD's Board of Directors, and community input through surveys, workgroups, and individual interviews. This regional approach will help to leverage resources, establish a strong unified voice in aligning efforts, and provide accountability.

In April 2021, Governor Kate Brown issued a 10-point state recovery plan and six other Economic Development Districts in Oregon in partnership with IPRE and RARE created five guiding themes for recovery. The ERI is aligned with both plans to maximize efficiency but diverges when following the plans would be deemed to be less the maximum impact for the region.

This report comprises background information, an approach and methodology to the report, key themes and needs, future recovery opportunities, and next steps. This assessment interviewed a small, select group of stakeholders who have seen firsthand some of the needs that surfaced in their communities because of COVID, wildfires, and an economic recession. Although interviewees were from various industries, this report is not intended to be comprehensive. CCD understands many more voices need to be heard about recovery and preparedness efforts. This assessment is one step in that long process.

This report's goal is to share what business owners, economic associations, and community members learned about COVID-19 impacts and needs. At the end of the report, an *Opportunities* section provides potential recommendations and strategies for future recovery efforts. In the long term, this will feed into economic recovery and preparedness, particularly for future economic downturns or natural disasters.

To make the impact that is needed, we need support from stakeholders across the region in the private, public, and philanthropic sectors.

This project will align with the governor’s 10-step recovery plan as well as the RARE Resilience Cohort Needs Assessment outlined below:

- 1) **Resilient Infrastructure:** Needs identification; Implementation Plan
  - o Broadband infrastructure
  - o General infrastructure needs/opportunities
- 2) **Small Business Recovery and Development:** Key strategies to support small business recovery and development, focused on those sectors most impacted by the pandemic (including those impacted positively = opportunity). This could include entrepreneurialism, access to capital, workforce needs, technology, etc.
- 3) **Training/Workforce Development:** Rooted in all the Business Recovery and Development findings.
- 4) **Supporting Individuals and Families:** Focusing resources and program development to assist the workforce and employers to recover from the pandemic.
- 5) **Economic Recovery Framework** – Build a high-level framework for how Districts and partners will work together to respond to future economic shocks.
  - o Review the tools and processes that were implemented to respond to the pandemic, determine successes and failures, in order to shorten future recovery timeframes.

#### Other useful sections/goals/strategies

The following are other sections that were discussed by the group, but not suggested for statewide coordination, listed in no order:

- Supply Chain disruptions and issues
- Broad category: Vibrant, diverse, livable communities – recreation/tourism, Main St., etc.

## Background and Methods

The development and implementation of this portion of the ERI took place from mid-November through April, with most of the interviews occurring in November and December and the survey result collection happening in December in January. CCD began report development in March and finalized it in April.

CCD interviewed over 40 people from Coos, Curry, and Douglas Counties using The Ford Family Foundation “Listen to Learn” Framework to identify needs and opportunities. The framework is intended to probe the breadth and depth of a community’s knowledge. The framework involves identifying



historical context and critical data, assessing why you are listening, connecting with active listening, and learning about the hard to reach, resisting forces, and a diversity of perspectives and sectors. The Listen to Learn framework leads to grassroots change by illuminating the full lived experience of the target community and showcasing what projects they think would bring positive change.

. CCD ensured to interview individuals and groups from the following industries:

- Economic Development Organizations, including the Small Business Development Center, Business Oregon, and Oregon Restaurant and Lodging Association
- Small business owners
- Nonprofits and community organizations
- Community members embedded in agriculture, ranching, and the food system/assistance
- Those experienced in local housing initiatives

CCD'S Executive Director, Economic Recovery Coordinator, and RARE member, and SCDCinc staff brainstormed community connections to start the conversation. Interviewees were asked who else should be included in the assessment. A list of general interview questions is included in [Appendix B](#).

While this list does not include everyone who should be involved, one of the first next steps is to ensure other industry voices are heard. Such industries should consist of restaurant and bar owners, smaller unincorporated town/city community members, other small business owners who were hit particularly hard, tourism-focused enterprises, and childcare providers. There will be an **ongoing conversation** about needs to ensure recovery efforts are catered and specific.

IPRE and CCD supported this effort and worked in tandem with other EDDs to ensure consistency. After each EDD finalized its report, IPRE worked with the RARE members to develop an EDD-specific report, highlighting key themes and needs that all the districts discussed and heard. This way, we have a report focused on our district, with an accompanying report highlighting similarities throughout Oregon. The EDD-specific report can be used in the future for coordination and partnership activities and to share best practices and lessons learned.

## EDD's Role in Economic Development

CCD's role as the EDD is to help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration.

CCD recognizes the interdependence and cross-cutting relationships between economic development, environmental stewardship, infrastructure upgrades, intermodal transportation systems, affordable and quality housing, a skilled and reliable workforce and many other factors essential to our state's economic competitiveness and strong quality of life.

As the Economic Development District, CCD is also responsible for creating and maintaining a regional Comprehensive Economic Development Strategy (CEDS). This 5-year plan establishes regional goals and objectives for economic development, with community input providing useful regional information, guidance, and perspective to local economic development stakeholders on a city, county, or regional level.

#### Primary Services:

- Project Development
- Grant and Project Administration
- Environmental Reviews & Labor Standards Monitoring
- Enterprise Zone Management
- Planning – Infrastructure, Incentives, etc.
- Community and Economic Development – Projects, Funding Agencies, etc.
- Local, State, and Federal Grant and/or Loan Opportunities – For counties, cities, special districts, ports, and businesses
- Small Business Development Finance – SBA, USDA, OBDF and internal funding resources
- Business Planning and training – CCD provides entrepreneurial training

CCD provides assistance to local governments and Special Districts seeking funding options, so that communities can revitalize, expand or upgrade their physical infrastructure to attract new industry; encourage business expansion, diversify local economies; and generate or retain long-term, private sector jobs.

CCD maintains an excellent working relationship with South Coast Development Council, Inc., Umpqua Economic Development Partnership (The Partnership), U.S. Small Business Administration (SBA), Small Business Development Center (SBDC), NeighborWorks Umpqua, Business Oregon, USDA-Rural Development (USDA-RD), Department of Environmental Quality (DEQ), and the Economic Development Administration (EDA), and other regional, state, and federal agencies and organizations. These relationships have been key to quality project development and implementation.

CCD also utilizes resources to help communities and businesses, but we cannot do everything addressed in this report. Economic development is broad, and many aspects feed into business and economic development and enhancement.

## Organization of this Plan

The remainder of this report is organized as follows:

- **District Profile** is about the Southwestern Oregon Region consisting of Coos, Curry, and Douglas counties. This includes geographic, industry, historical, and demographic data.
- **Key Themes** breaks down the conversations and survey data into categories. These themes are meant to bring together the needs expressed into smaller, workable sections.
- **Actions** are opportunities realized from analyzing the data. These include long-term goals and short-term possibilities. These are subject to change based on stakeholder input and cooperation.

This report includes two appendices:

- **Appendix A: Grants, loans, and funding** is broken down
- **Appendix B: Stakeholder interview questions** are listed in their broad form

# District Profile

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The Coos, Curry, Douglas region has a combined population of 198,392 and consists of 8,259 square miles. There are 22 incorporated cities and seven port districts stretched between the edge of the Willamette Valley to the north, the California border to the south, the Pacific Ocean to the west and the Cascade Mountain Range to the east. This region is entirely rural, with a population density of 24 people per square mile. It is rich in natural resources with an economy that has historically been supported by a foundation of nature-based industries such as fisheries, forest products, agriculture, mining, and tourism.

The Southwest region offers residents and visitors an abundance of beauty, activities, forests, water, wildlife, hiking, etc. The natural and abundant beauty of the region, as well as climate and activities provides our region with a growing tourism industry dependent on the overall health of the economy. This quality of life can also attract workers and businesses to locate to the region. With the beauty also comes the threat of tsunami/Cascadia events, wildfire, and climate change, which in turn could possibly have negative effects on attracting those same workers and businesses. Despite the region's unique attributes and competitive advantages in several areas of economic activity, the economy and employment are still dominated by the fundamental changes in the wood products industry. The decrease in federal subsidies (i.e. O&C, Secure Rural Roads) over the past several years has negatively impacted the region. Increased timber regulations, environmental and other regulatory issues, policies, and fires are growing concerns among this rural region. There are ample forests and a concern among the communities with an old attitude of only relying on timber/forest products rather than looking elsewhere for economic development. "Green Lumber" manufacturing, laminated timber products, and other specialty wood products have a growing presence in this area, as well as a nationwide interest.

There are three federally-recognized tribes who call Southwestern Oregon home; the Coquille (Ko-Kwel) Indian Tribe, the Cow Creek Band of Umpqua Tribe of Indians, and the Confederated Tribes of Coos, Lower Umpqua (uh-m-K-w-aw), and Siuslaw (S-EYE- oo-SLAW) Indians (CTCLUSI). All three tribes are significant contributors to the economic health of the region.





# Emerging Themes

## Key theme #1: Preparing businesses for emergencies and disasters.

According to the responses collected from the CCD Business Pulse Survey, small business owners felt helpless and were often unable to access grant funding when it became available. CCD managed the Business Oregon CARES Act grants for the region and saw many business owners who did not have a business plan or meet state standards. In interviews with city governments, we learned many business owners were not prepared to shift their business online or did not have the equipment or broadband to do so. Businesses who were able to move to online sales, curbside pickup, or otherwise virtual operations generally fared better than those who shut their doors in March of 2020 and hoped to reopen before the summer.

Barriers	<p>Internet access for online classes</p> <p>Time</p> <p>Remote/rural access</p> <p>Information distribution and access</p>
Opportunities	<p>Move more classes online</p> <p>Offer in-person classes in remote communities</p> <p>Share quick tips on social media and in newsletters</p> <p>Make sure all of the needed information and resources are available in one place</p> <p>Share success stories that address struggles heard in the region</p>
Outcomes	<p>To bring all businesses up to state and federal finances and standing</p> <p>To get ahead of the economy and emergencies of all types, regardless of business size</p> <p>To bring all businesses up to visitor standards</p>







## Key theme #2: Maintaining and developing a healthy workforce.

The unemployment rate remains high in each of the three counties in the region. However, the CCD Business Pulse Survey showed there are more than half as many job openings as there were jobs lost in March of 2020. There is an imbalance between industries that lost a significant number of employees and are not looking to replace them and those that are looking to hire more people than they had before COVID. Organizations like Southwestern Oregon Workforce Investment Board, Worksource Oregon, Umpqua Training and Employment, and the Ports talked about needing training and encouragement to rebalance the workforce. The city government officials said the biggest threat to employment from their perspective was housing. Some of the communities in our region are near or at their buildable land limit, and housing is expensive for people who grew up in the area who are competing with remote workers and retirees.

Barriers	<p>Childcare</p> <p>Soft skills training</p> <p>Insufficient housing for locals and transplants</p> <p>Some industries are not able to hire back the numbers they had pre-pandemic</p> <p>Uneven distribution of resources (underused buildings or people in one sector that are needed in another)</p>
Opportunities	<p>Connecting businesses with SOWIB and WorkSource Oregon</p> <p>Supporting SOWIB's workgroup expansions</p> <p>Identify gaps between people who are new or returning to the workforce and businesses trying to hire</p> <p>Connect businesses with unemployment agency</p>
Outcomes	<p>To connect industries looking for employees with local individuals looking for jobs</p> <p>To streamline communication among businesses</p> <p>To connect business owners and industries with each other to share skills, resources, and encourage mutually beneficial transfer of collateral</p>

### Key theme #3: Funding for small businesses and large-scale projects.

Chambers of commerce, cities, businesses, and nonprofits spoke about the need for funding. Many people had to delay large projects because funding they were counting on receiving was no longer available – whether that was lottery funds being reduced, sales lost, or grants becoming more competitive. There was confusion about where grants were coming from, who was eligible, and what would be expected of recipients later. Some communities received more grant funding than others and some business owners missed grant opportunities entirely. There was some resentment from business owners for that.

Barriers	<p>Grant writing education/capacity</p> <p>Lack of information about grants or financing</p> <p>Lack of communication between business support organizations (SBDC, CCD, Main Street, Chamber, etc.)</p> <p>No central project list and priorities throughout the region</p>
Opportunities	<p>Create a one-stop or no-wrong-door collection of resources for community access</p> <p>Develop regional liquidity fund to meet immediate needs for businesses/projects in the region</p> <p>Collaborate to maximize grant writer capacity</p> <p>Train municipalities in efficient grant preparation</p>
Outcomes	<p>Connect businesses to funding resources simply and timely</p> <p>Connect municipalities to group knowledge throughout the region</p> <p>When applicable, streamline application process for grant funds or other resources.</p>

### Key theme #4: Fostering government emergency mindset and collaboration.

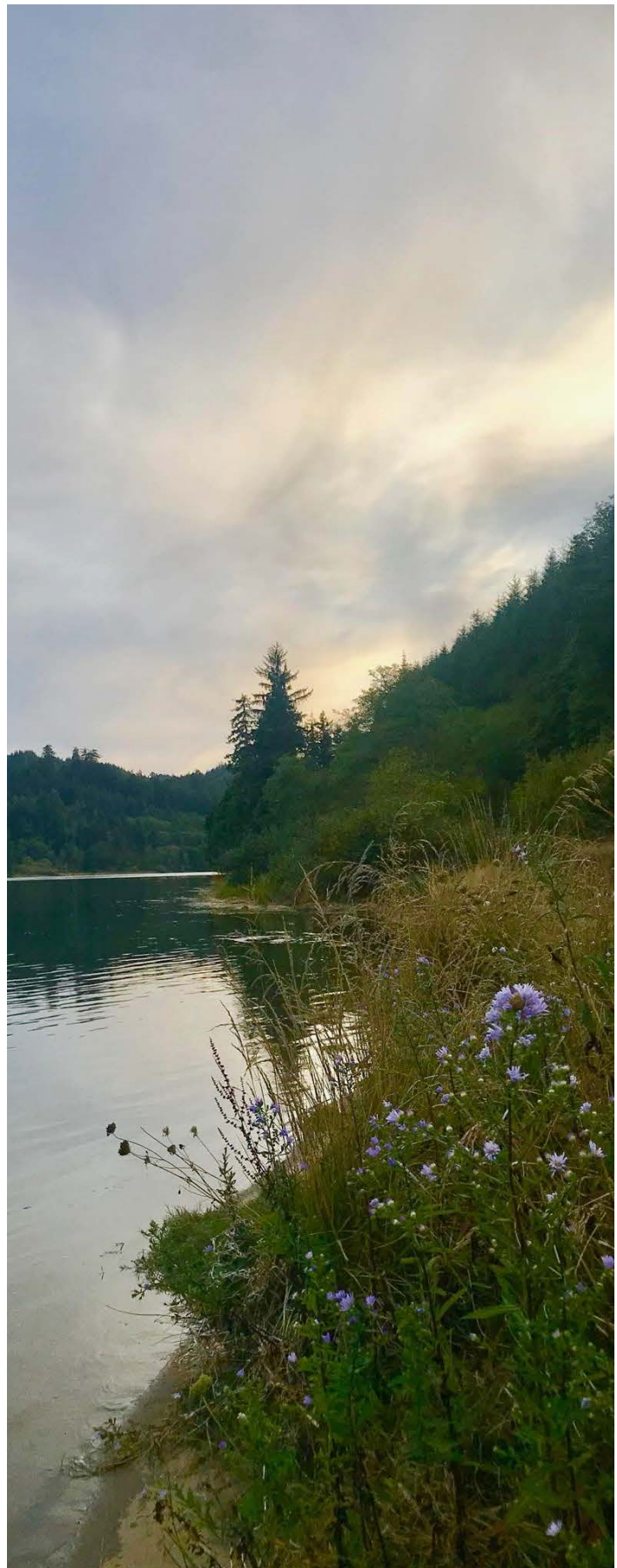
This region has been through a lot of record-breaking natural events in the last few years – snowstorms, smoke, wildfires, and landslides. Southwestern Oregon is still susceptible to these things moving forward, plus faces the threat of tsunami as a largely coastal region. Several communities have created more resilient emergency plans, emergency operations centers, and neighbor-to-neighbor programs. Others have survived through disasters, but would like to be better prepared. There is a lot of knowledge within the region that could be shared and programs that could be replicated in other communities. Several community leaders said they lean on organizations and communities outside of the region, but some communities struggle to work with their neighbors.

Barriers	<p>Generally siloed mentality during non-emergencies, affects effective communication during emergency situations</p> <p>Varying levels of preparedness</p>
Opportunities	<p>Resilience training from RDI or COOP</p> <p>Continued weekly meetings with community leaders turned to emergency preparedness</p> <p>Sharing needs and goals between communities</p> <p>Sharing learned experiences</p> <p>Incorporate Resilient Organisations' Benchmark Resilience Tool in Appendix C</p>
Outcomes	<p>Regular communications between community leaders about needs and goals</p> <p>Emergency plans in every community that are regularly reviewed</p>

## Key theme #5: Creating cohesive messaging throughout the region.

One comment that was present in nearly every interview and in the survey was the need for consistent unified communication. There was either too much, too little, or vastly different messaging coming from many directions. Several cities realized they couldn't contact business owners when they were not in their place of business or didn't know who was still in business at all. While some of that communication is coming from outside of the region, there is a clear need to have a unified message and a range of ways to communicate.

Barriers	Inconsistent business contact information on business registries  Special interest groups tend to act independently without awareness/interest in existing programs or designated organizations  Political divide
Opportunities	Create/update business registries  Neighbor-to-neighbor networks
Outcomes	Unified messaging in emergencies  Predictable information flow  Singular sources for emergency information and updates



# Action Plan

This matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to new opportunities that may emerge. The Lead Organizations noted below are recommended champions or key points of contact for the actions. However, they are not solely responsible for implementation and will need further support.

## Preparing businesses for emergencies and disasters

Action	Recommended lead	Recommended partners
	Strategy	
Provide formal and informal business planning with emergency preparedness	SBDC	CCD, Counties’ EOCs
	Share resources accessible to every business owner they can use and apply at their own pace, and in small chunks of time	
Connecting business owners with online resources and technology	CCD	Chambers of Commerce, Main Street, City Community Development
	Share online classes and resources and prioritize getting business owners appropriate and adequate technology	
Develop broadband in communities without	CCD	City and county public works
	Create project list and priorities, then apply for relevant grants	
Support and foster business and community creativity	CCD	SBDC, Main Street, Chambers of Commerce
	Share stories of local businesses doing business in new and unusual ways to combat the economic impacts of the pandemic	

## Maintaining and developing a healthy workforce

Action	Recommended Lead	Recommended Partners
	Strategy	
Bring employment numbers back to industries that reduced employee counts during the pandemic	SOWIB	Worksource, SCBEC, UT&E, DCPSS, UCC, SWOCC
	Support industry sector work groups in identifying employee and employer needs and individual actions	
Increase housing supply throughout the region	Cities and Counties	UEDP, SCDCinc, Tribal leaders
	Create a work group to develop related actions	
Connect all businesses and workforce partners to create a unified job board	Worksource	SOWIB, SCBEC, UT&E, DCPSS, UCC, SWOCC
	Create and share the job board broadly	
Decrease workforce gaps in all industries in the region and increase diversity of opportunities	SOWIB	Worksource, SCBEC, UT&E
	Create industry sector sponsored trainings to fill workforce gaps	

## Funding for small businesses and large-scale projects

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase regional capacity to apply for grants and streamline regional/local grant applications when possible	OEDD, CCD	TFFF, SBDC
	Recruit or hire a regional grant writer	
Increase access to grants and amounts awarded to the region	CCD	
	Create a singular source for information on grants and resources available for organizations in the region	
Increase local emergency grant funding and availability that is readily available in the event of a disaster.	CCD	
	Create a local grant source	

## Fostering government emergency mindset and collaboration

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase sharing of resources and information between industries and governments	UEDP and SCDCinc	CCD, SBDC, Tribal leaders
	Utilize existing work groups to increase communication of needs and available resources	
Increase understanding of community-centered and business organizations' missions, goals, and projects between other organizations and the general public	CCD	UEDP, SCDCinc
	Share organization missions on partner websites and in one-pager info sheets	
Strengthen communication networks within cities and throughout the region	Counties	CCD, Tribal leaders
	Extend existing COVID-19 related meetings to check-ins on a regular basis	

## Creating cohesive messaging throughout the region

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase communication between community members, business owners, public and private entities, and nonprofit organizations	SCDCinc	CCD, Counties
	Create a communication flow for emergency messaging with contingency plans	
Make resources and updates easily accessible in a consistent location before, during, and in the recovery of a disaster	CCD	Counties
	Establish a hub (website, social media accounts, push notifications, etc.) for information distribution	



## OEDD Priorities

### Regional Collaboration

*How will a regional approach to these strategies support economic prosperity?*

Coordinated industry cluster development requires teamwork. Businesses within a cluster have supply chains and relationships that cross jurisdictional boundaries. Business development support is therefore most effective when it acknowledges the interconnected nature of industry clusters. Economic developers must work together across jurisdictional lines to support a regional business environment that supports the growth and expansion of key industries.

### Equity & Inclusion

*How will a regional approach to these strategies support economic prosperity?*

**Access** – barriers to entry and promotion in business have been higher for some demographic groups than others, resulting in business ownership and leadership that is not representative of the general population. Programs and policies targeted at supporting groups that are underrepresented in business ownership and leadership will help bring representation back into balance.

### Resilience

*How will a regional approach to these strategies support economic prosperity?*

**Diversification of industries** – encouraging business growth, particularly growth into new sectors, will help the region weather shocks by ensuring the region does not have “all of its eggs in one basket”

**Pre-disaster planning for response & continuity** – encouraging and supporting the development of continuity of operations plans for businesses will better prepare businesses to withstand shocks

# Conclusion

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Data clearly shows that rural communities have been experiencing the negative impacts of the COVID-19 pandemic disproportionately, and the communities and businesses of Southwest Oregon are no exception. However, within the Southwest Oregon region as a whole, the actual impacts were not as bad as the anticipated impacts. Furthermore, even though impacts were not as harsh as expected, this does not mean businesses, communities, and individuals have not suffered; and the information gathered in this needs assessment shows that further recovery efforts are necessary.

CCD Business recognizes that it is but one organization in the Southwest Oregon region. That being said, continuing to build and maintain relationships is a vital piece of recovery and continued resiliency. Participation and collaboration of the businesses, local governments, nonprofits, and other Southwest Oregon stakeholders is an essential piece of the Economic Recovery Initiative.

Through collaboration and investment on the items outlined in this plan, the Southwest Oregon region will be equipped to continue recovering from the COVID-19 pandemic impacts as well as build resiliency to respond to future disasters. Facing and responding to disasters will always be a challenge, but our hope is that this plan will offer a cohesive, guided response.

## Next Steps

CCD will share this Needs Assessment report with stakeholders and encourage and support the region in pursuing the opportunities presented. CCD and SCDCinc will continue to communicate with regional stakeholders to ensure the ERI is on track.

CCD will incorporate all of the lessons learned from the needs assessment in the Comprehensive Economic Development Strategy update which will include an emergency plan.

## Additional resources

<https://www.stockholmresilience.org/research/research-news/2015-04-08-seven-principles-for-building-resilience.html>

<https://www.resorgs.org.nz/our-services/resilience-benchmarking-tool/>



# Appendix A: COVID-19 Funding

Below is a list of funding sources and amounts dispersed in Coos, Curry, and Douglas counties.

Nearly \$340 million in grants have been disbursed to small businesses in the region through CARES Act small business assistance grants, local grants, Community Development Block Grants, and Payment Protection Program Loans since June 2020.

State funds rounds 1-4 (Coos Curry, and Douglas Counties – within the region)	City of Roseburg	State funds Round 4 (Jackson, Josephine Counties – outside of the region)
\$2,334,000	\$220,000	\$914,000
Port of Bandon	Rogue Credit Union	Port of Umpqua
\$230,000	\$5,000	\$35,000
Coos County	Curry County	Douglas County
\$1,065,711	\$701,109	\$1,845,722
Coos/Curry CDBG		Roseburg/Douglas CDBG
\$135,000		\$137,500

County	Amount of PPP Loan granted	Number of jobs
Coos	\$109,016,543.00	12,617
Curry	\$31,688,479.00	3,814
Douglas	\$192,110,059.00	21,562
Grand Total	\$332,815,081.00	37,993

# Appendix B: Interview questions

Below is a list of the broad interview questions we asked stakeholders in no particular order. These questions were altered as needed per interview – normally on the spot. The ERI team did their best to get all the questions covered in every interview.

- How did your organization help businesses and the community in the wake of Covid-19 and the wildfires?
- How did you partner with other organizations?
- What is your primary mission?
  - a. Did it change at all with Covid-19 and the wildfires?
- What is your vision and your goals?
- How do you perceive Covid-19 and the wildfires effects on the local economy?
- What is one thing your organization could do today to help the local economy recover?
- How valuable is small business development and workforce development to your organization?
- What are some wins or creative ideas you had since the beginning of COVID-19? Which of those things do you plan to continue using in the future?
- If you could go back to March of 2020, what would you do differently, knowing what you do now? How can you use that to prepare for unknown future natural disasters?
- What are some needs facing your organization and/or community right now?
- What are some projects you have in the works, shovel-ready, or in the dream phase?
- What did COVID-19 look like in your community from the beginning to now?

# Appendix C: Benchmark Resilience Tool

Below is a list of questions from Resilient Organisations (New Zealand) they use in resilience planning and preparedness.

- Do you have strong leadership?
- Do you learn from mistakes?
- Do you have people outside your organisation you can rely on?
- Do you have a clear, meaningful purpose that underpins everything you do?
- Do you look out for, and respond to, changes in your neighbourhood, industry, and region?

