



**LOCAL STRATEGIC PLANNING
INSTRUCTIONS AND GUIDELINES**

January 1, 2013 to June 30, 2015

Oregon's Workforce Development Strategic Plan 2012-2022	
Vision	
<i>Oregon at Work: Quality Jobs – Skilled Workers Contributing to a Strong State Economy and Local Prosperity</i>	
Goals	
<ul style="list-style-type: none"> • Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs. • Employers have the skilled workforce they need to remain competitive and contribute to local prosperity. • The workforce system is aligned, provides integrated services, and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers. 	
Statewide Strategies	
<i>Industry Sector Strategies - Work Ready Communities - System Innovation</i>	
<p>These three statewide strategies are aligned with the Governor's vision for prosperity, ensure the system is responsive to industry needs, and promote greater alignment and efficiency among programs and systems.</p>	
Outcomes	
<p>For Employers</p> <ul style="list-style-type: none"> • Oregon employers find the skilled workers they need and retain them. • Oregon's targeted sectors experience job growth. • Employers are satisfied with workforce development services and results. 	<p>For Oregonians</p> <ul style="list-style-type: none"> • Oregon's workers possess the skills and abilities required by business. • Oregon's workers see higher earnings. • Workforce development participants are satisfied with workforce development services and results.
For the System	
<ul style="list-style-type: none"> • The workforce system operates with increased efficiency and greater coordination. 	<ul style="list-style-type: none"> • Return on investment* <p><i>*outcome to be further defined</i></p>
What Will Change?	
<ul style="list-style-type: none"> • Greater accountability for results through negotiated "compacts" between the Oregon Workforce Investment Board (OWIB) and the Local Workforce Investment Boards (LWIBs) that will specify expected outcomes against which local systems will be measured. • Increased budget transparency so that resources spread across a number of agencies can be targeted more effectively toward achieving statewide goals and local strategies and outcomes. • Collaborative implementation of the plan involving the Governor's Workforce Policy Cabinet, LWIB directors and the OWIB. • Robust implementation and communication strategy that regularly monitors and communicates progress and results to all partners within the workforce development system. • Expanded roles for key stakeholders, including business and labor partners, LWIBs, the Governor's Workforce Policy Cabinet, and local service providers – with the primary focus on improved outcomes for employers and job seekers. • Enhanced support for and alignment with education and economic development initiatives, with workforce development strategies as a critical interface with other critical systems. 	

**Local Strategic Planning
The Oregon Consortium & Oregon Workforce Alliance**

Executive Summary:

In response to requirements by the Oregon Workforce Investment Board, The Oregon Consortium & Oregon Workforce Alliance (TOC/OWA) developed this Local Strategic Planning Document (Plan) to guide Workforce Development in TOC's Local Area over the next two years.

The Plan addresses three statewide strategies:

1. Sector Strategies
2. Certified Work Ready Communities
3. System Innovation

The Oregon Workforce Alliance (OWA), the Local Workforce Investment Board, is responsible for implementing and monitoring the strategies in this Plan. As part of this responsibility, OWA chose the Sectors in which effort will be focused to address the State requirements around Sector Strategies. For the System Innovation effort, OWA chose the Participant Service areas in which efforts will be focused to increase cross-partner alignment, coordination and integration. The Sectors are:

- Trade, Transportation and Utilities
- Advanced Manufacturing

OWA chose to focus on the system elements:

- Career/Work Readiness and Preparation
- Skill Development

Sector Strategies: To implement the Industry Sector Strategies, TOC/OWA will initially begin the effort with narrowly focused, localized strategies. In Region 6, the Regional WIA IB Service Provider, Umpqua Training & Employment (UT&E), will work with their Regional partners to further develop a Truck Transportation Sector Strategy. UT&E is working with local businesses, the Oregon Employment Department and others to provide training to truck drivers, and fill a growing need for these positions. In Region 1, the Regional WIA IB Service Provider, MTC Works, is working with local businesses and the Tillamook Bay Community College to develop an Industrial Maintenance technician pipeline for businesses. As these strategies develop, partners will identify and adapt smart practices to see what can be replicated across the TOC Local Area.

Certified Work Ready Communities (CWRC): CWRCs are communities that have been objectively certified as having a skilled and talented workforce. To certify, Oregon is using the National Career Readiness Certificate (NCRC) as the objective measure. The nine Regions within TOC/OWA will begin pursuing CWRC status over three years. Region 10 is proposing becoming an early adopter and the first TOC/OWA to pursue, and gain, CWRC rank. Region 10 has the systems in place, if adequate funding is available, to achieve the goals to attain CWRC status.

System Innovation: Partners across TOC/OWA will work together to further align efforts to ensure job seekers have the skills they need to be work ready and to achieve gainful employment.

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Background

In response to the new set of problems for Workforce Development resulting from the lingering recession of 2008, Oregon's Governor delivered a powerful charge to the [Oregon Workforce Investment Board](#) (OWIB) in December 2011: Workforce Development in Oregon must achieve better outcomes for Oregon's businesses and for all Oregonians who can and want to work. As a result, the OWIB composed [Oregon at Work: Oregon's Workforce Development Strategic Plan 2012-2022](#). A summary of Oregon's Plan can be found on page *i* of this document. The Plan outlines three Goals:

Goals:

1. Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.
2. Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.
3. The workforce system is aligned, provides integrated services, and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers.

To achieve these goals over the next decade, the Plan identifies three statewide strategies. Each strategy was selected because it achieves greater alignment and efficiency among programs and systems, is responsive to industry needs, and is tied to the Governor's vision for prosperity. The strategies, which make up the three major parts of this document, are:

Strategies:

1. Industry Sector Strategies.
2. Work Ready Communities.
3. System Innovation.

The OWIB Plan requires each Local Workforce Investment Area (LWIA) in Oregon to develop Strategic and Compliance Plans that align with Oregon's Workforce Development Strategic Plan 2012-2022. Each Local Workforce Investment Board (LWIB) will develop, approve and submit to the State a Local Unified Workforce Plan for their LWIA. LWIBs will facilitate the development of similar implementation plans that will translate the plan into real service for Oregonians and employers based on local needs and economies. The OWIB will approve and conduct periodic reviews of the compacts to ensure that local areas are following through on their implementation efforts and making progress on statewide goals. This document is the TOC/OWA Local Unified Workforce Plan.

Local implementation plans will identify how the workforce programs/partners in each Local Workforce Area will implement the three strategies in the Oregon Workforce Investment Board (OWIB) Strategic Plan. Local Workforce Investment Boards (LWIBs) are expected to convene their partners (identified in the appendix to the strategic plan) and any additional partners deemed necessary by the LWIB for the implementation of the plan. The LWIB will submit its plan to the OWIB on October 31, 2012 for approval. OWIB will approve local plans at its meeting on December 14, 2012. OWIB expects that all workforce partners/programs will work with the LWIBs to develop and implement the strategic plan. OWIB expects that all partners will provide the data and reporting to the LWIBs necessary for plan implementation and monitoring.

Once the implementation plans are complete, every LWIB will enter into a two-year compact with the OWIB that describes the specific results to be achieved. These Compacts will document the outcomes goals agreed upon by the local partners in the local implementation plan. Compacts will also delineate workforce programs/partners roles and responsibilities for implementation of the plan. Each Local Area's implementation plan will become the work plan for the achievement of those goals, and will become an attachment to the local Compact. The LWIB in each area will be responsible for overseeing the implementation of the Compact and work plan. All local programs/partners will be responsible for carrying out their identified roles and local implementation plan reporting.

The period for this plan is January 1, 2013 June 30, 2015. LWIBs will be asked in spring/summer of 2013 to review plans in light of any new budgeting information from the federal and state governments. LWIBs will be asked to convene their partners again in spring/summer 2015 to formally update their plans. OWIB will establish a mechanism for regular feedback and communication with the LWIBs so that OWIB can assure progress is being made on plan implementation, and also to identify and address any statewide barriers or challenges that arise in the implementation process.

Local Implementation Planning Instructions

Please answer the following questions and complete the attached tables and logic model. Local strategies for each section of the plan are intended to:

1. ***Provide the opportunity to serve the current, transitioning and emerging workforce.*** These are defined as follows:
 - a. **Current Workforce** - Currently employed by a private, non-profit, or public entity.
 - b. **Transitional Workforce** – Currently unemployed or underemployed. This may include those in educational programs/training/retraining and those currently or recently on active duty with the military.
 - c. **Emerging Workforce** – Those with limited or no work history, who have recently entered the workforce, or are attempting to enter the workforce, including those in high school or college and recent graduates.
2. ***Build on the capacity of WorkSource Oregon Centers.*** WorkSource Oregon is the backbone of Oregon's workforce system, and local implementation plans should leverage, build on and integrate services with WorkSource to the greatest extent possible.
3. ***Assure that all Oregonians have the opportunity to succeed,*** including our minority populations, those with disabilities, and other disenfranchised groups.
4. ***Create a transparent and aligned/integrated workforce system.***

Responses to the Local Implementation Planning Questions follow:

Sector Strategies

Introduction: Sector Strategies are policies or plans that promote regional partnerships of employers, educators, workforce developers and other stakeholders that address the skills needs of critical industries in a region. They are focused on one critical industry; are led by a strategic partner who coordinates dialogue and action; and result in customized solutions to the workforce needs of employers in the industry. They are a proven mechanism for meeting the needs of workers for good jobs and the needs of employers for skilled workers.

It is a systems approach to workforce development that targets an industry and works to develop an understanding of the industry dynamics and the specific competitive situation and workforce needs of that industry's employers. In a Sector Strategy, the employers, educators, workforce developers and other stakeholders focus on the industry's needed employment-related skills, and supports workers in attaining those skills. Studies on Sector Strategies have found that:

1. Participants in sector-focused programs earn more than control group members – most of the earnings gains occur in the second year.
2. Participants in sector-focused programs are significantly more likely to work and, in the second year, work more consistently than control group members.
3. Sectoral Strategies focus on business goals.

The Oregon Workforce Alliance (OWA), the Local Workforce Investment Board for the 24 county TOC/OWA Local Workforce Investment Area (LWIA or Area), chose two Sectors to emphasize for this Local Strategic Plan:

- Trade, Transportation and Utilities (Specifically, the sub-sector of ~~Truck~~-Transportation)
- Advanced Manufacturing

These Sector Strategies are, initially, focused efforts [on specific occupations](#) in localized, limited areas within TOC. As these projects develop, TOC staff, working with the Regional Service Providers and RWIBS, as possible, will identify and adapt smart practices to [see what can be expanded the Sector Strategies, to cover more occupations and further develop the Sector and to see what can be](#) replicated across other Regions in TOC/OWA.

The ~~Truck~~-Transportation Sector Strategy, [right now](#), is [supported by a specific occupational](#) project designed to address a shortage of truck drivers in Douglas County (Region 6). The Manufacturing Sector Strategy is to train industrial maintenance technicians and link them with Food and Wood Manufacturers in Tillamook County (Region 1).

Despite the required focus of this Plan to focus on Sector Strategies, OWA believes the importance of a Strategy to focus on and develop small businesses in rural Oregon cannot be overstated. Although such a Strategy does not fit neatly into a "Sector," the bulk of business activity, growth and impact in rural Oregon occurs through small businesses.

Sector Strategies:

~~For each sector you plan to address please complete the following:~~

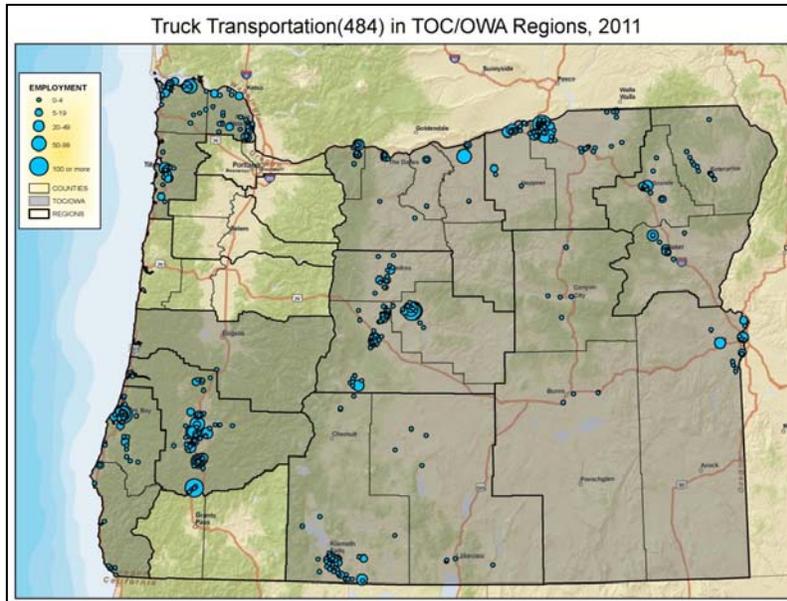
1. **The Sector: Describe the sector including the geographic distribution of employers in the sector, whether the sector is growing, shrinking or stable and why you selected it.**

~~Truck~~Transportation: The Sector of Trade, Transportation and Utilities is comprised of three important sub-sectors for any economy. Of the three, we are focusing on Transportation for several reasons. Trade is a diverse and varied sub-sector where we see few opportunities for a meaningful Sector Strategy at this time. Utilities, while an important contributor to the economy of rural Oregon, is not projected to have job growth. The Oregon Employment Department's 10-year projection for Utilities in the TOC/OWA Area indicates there will job loss of approximately 1.3 percent. Within the sub-sector of Transportation, Truck Transportation, on the other hand, as opposed to the other elements of this Sector, is projected, by the Oregon Employment Department to grow at about 19 percent over the 10-year period of 2010-2020.

~~Truck~~Transportation is vital to rural Oregon's economy. Rail mergers in the 1990s reduced the use of rural branchlines and, consequently, access to rail freight service. To compensate for this loss of rail service, the use of Truck Freight Transportation increased. Only some of the TOC/OWA Area can rely on Water Freight – namely along the Columbia River – and that is primarily to transport grain. Commodities including timber, fuel, manufactured goods and agricultural products must be moved from the rural regions in which they are produced to the urban areas where they are consumed, processed or where they are sent of the state or country. The initial effort for the Transportation Sector will focus on developing Truck Drivers to support the Economy of rural Oregon. Finding qualified drivers ~~continues to be~~is a problem, ~~however,~~ as Oregon Employment Department (OED) Labor Market Information (LMI) statistics show. Job openings around the state are going unfilled every day. Focusing on the sub-sector of Truck Transportation can improve economic growth and community development.

Figure 1 illustrates the geographic distribution of employers in the sector, courtesy of the Oregon Employment Department.

Figure 1: Truck Transportation Employer Geographic Distribution



Note: Figures, Tables and Charts in the Sector Strategy section were supplied by the Oregon Employment Department.

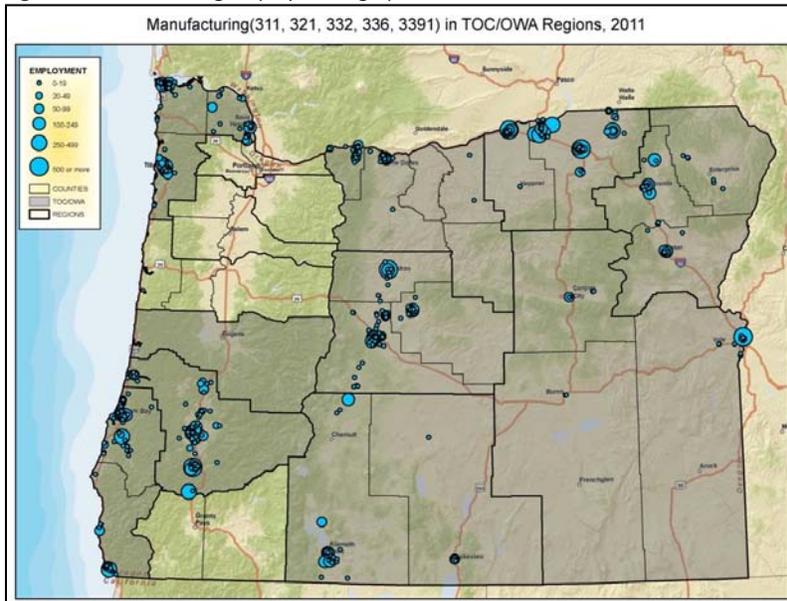
Advanced Manufacturing: Manufacturing plays a large role in the economy of Oregon's rural counties; almost 20 percent of Oregon's total manufacturing employees work in rural Oregon. Manufacturing and Agriculture are generally considered the economic engines of rural America. Wages and stability of Manufacturing is higher than for Agriculture, although the Great Recession impacted Manufacturing in rural Oregon significantly. In some ways, Manufacturing in rural Oregon is struggling – we saw many closures and large lay-offs over the last several years. But there are opportunities. Manufacturing is not going away, it is changing. At the cusp of that change it is important to prepare a workforce for what is coming ahead and not for what we are leaving behind.

The most significant Manufacturing sub-sectors in terms of employment and Area coverage in TOC/OWA's LWIA are Food Manufacturing, Wood Products, Fabricated Metal Products, Transportation Equipment & Medical Equipment and Supplies. The Oregon Employment Department's calculations for 10-year growth, over the years 2010-2020, for these sub-sectors are:

- Food Manufacturing: 8%
- Wood Products: 14%
- Fabricated Metal Products: 25%
- Transportation Equipment: 25%
- Medical Equipment and Supplies: no available forecast

Figure 2 illustrates the geographic distribution of employers in the sector, courtesy of the Oregon Employment Department.

Figure 2: Manufacturing Employer Geographic Distribution



- Sector's Economic Size and Scope:** Number of firms and jobs in the sector, types of firms (small, medium large?) percent of total employment, their primary suppliers of labor (WorkSource, temp agencies, community colleges, apprenticeship programs, etc.), sales revenue where appropriate, economic development plans for this sector.

Truck Transportation: Within the Transportation sub-sector, Truck TransportationThe industry averaged 3,710 jobs in 2011, with 458 employer units located in 23 of TOC/OWA's 24 counties. The industry reported over \$152 million in total payroll and an average wage of \$41,070. Employers in the 1-4 job size class dominated the industry; the average size in 2011 was 10.5 jobs. Small business with fewer than 10 employees provided about 22 percent of the industry's jobs. Employers in the 10-49 job range provided close to 36 percent of its jobs. Larger facilities with 50 or more jobs represented just over two percent of the employer units and around one-third of the industry's jobs.

Manufacturing: Food Manufacturing: Well over half (58 percent) of TOC/OWA's food manufacturing employers were small business with fewer than 10 employees. These small businesses provided about four percent of the industry's jobs with just over 250 in 2011. Employers in the 10-49 job range comprised 23 percent of the industry's units with about 12 percent of its jobs. Larger facilities with 50-99 jobs represented just 7 percent of the employer units and about 10 percent of all jobs. Employers with 100 or more jobs provided nearly three-quarters of the industry's total with more than 4,500. The 100 and over group comprised about 12 percent of the employer units in food manufacturing.

Wood Products: Wood products manufacturing employers ranged in size from small operations with fewer than 10 employees to large facilities with more than 500; the average size was close to 50.

Small businesses with fewer than 10 jobs represented about 43 percent of the employer units in wood products manufacturing but just 3 percent of the jobs. Employers with 10-19 jobs also provided about 3 percent of the industry's jobs but just 10 percent of the units. Employers with 20-49 jobs comprised about 18 percent of the units and 12 percent of the industry's jobs. Employers with 50-99 jobs represented roughly 14 percent of the units and 20 percent of the industry's jobs. Employers in the 100-249 job range represented about 10 percent of the units and 29 percent of the industry's jobs. Large businesses, with 250 or more jobs were the smallest group, representing just 5 percent of the units but 35 percent of the industry's jobs, the most of any size class.

Within Wood Products, *Sawmills and wood preserving* (North American Industry Classification System [NAICS] code number 3211) provided about 2,900 jobs in 2011 and a total payroll of \$137 million, with 17 of TOC/OWA's 24 counties hosting an employer unit. On average, each facility (56 employer units) provided 52 jobs with an annual wage of \$47,089. *Veneer, plywood and engineered wood products* (3212) also provided about 2,900 jobs in 2011 and a total payroll of \$125 million. The industry operated facilities in 11 of TOC/OWA's 24 counties. On average, each facility (30 employer units) provided 97 jobs with an annual wage of \$43,213. *Other wood products* (3219), was actually the largest 4-digit NAICS industry in the wood products group, with over 3,100 jobs in 2011. But its payroll was considerably lower, totaling \$106 million in 2011. On average, the industry provided 49 jobs and an annual wage of \$34,064. Other wood products manufacturing included 64 employer units in 2011 that were found in 18 of 24 TOC/OWA counties.

Fabricated Metal Products: Fabricated Metal Products averaged about 1,330 jobs in 2011, with 131 employer units located in 19 of TOC/OWA's 24 counties. The industry reported over \$51 million in total payroll and an average wage of \$38,518. Employers ranged in size from small operations with fewer than 10 jobs to medium sized facilities with more than 100; the average size in 2011 was 36 jobs. More than three-quarters of TOC/OWA's fabricated metal products employers were small business with fewer than 10 employees. These small businesses provided 25 percent of the industry's jobs. Employers in the 10-49 job range comprised about 20 percent of the industry's units with close to 40 percent of its jobs. Larger facilities with 50 or more jobs represented just four percent of the employer units and around one-third of the industry's jobs.

Transportation Equipment: Transportation Equipment averaged about 2,050 jobs in 2011, with 57 employer units located in 11 of the 24 TOC/OWA counties. The industry reported over \$72 million in total payroll and an average wage of \$35,255. A little more than half of TOC/OWA's transportation equipment employers were small business with fewer than 10 employees. These small businesses provided fewer than 100 of the industry's jobs. Employers in the 10-49 job range comprised about one-third of the industry's units with nearly one-fourth of its jobs. Larger facilities with 50 or more jobs represented just 12 percent of the employer units – but close to three-quarters of all jobs.

Medical Equipment and Supplies: Medical Equipment and Supplies provided just 165 jobs in 2011 – but with an average size of four jobs, its 45 employers were still found in half of TOC/OWA's 24 counties. The industry paid out nearly \$5 million in 2011 payroll and its average wage was \$30,239.

The following Tables provide summaries of the number of firms and jobs, the size of firms and the percent these sectors cover for employment for all industries in the TOC/OWA Area.

Table 1. Summary of number of Firms and Jobs in the Sectors in TOC/OWA LWIA

	Firm Count (1Q2011)	Employment	Payroll	Avg. Annual Pay/Job	Avg. Firm Size*
Manufacturing	531	18,887	\$ 703,113,432	\$ 37,227	37.9
Truck Transportation	458	3,710	\$ 152,371,470	\$ 41,070	10.5
All Industries, private sector	24,894	221,610	\$ 7,007,533,119	\$ 31,621	10.3

*of firms with employment >0

Table 2. Summary of Number of Firms in TOC/OWA LWIA by Size

	----- Number of Firms by Number of Employees (1Q 2010, private sector) -----								
	0 Emp.	1-4 Emp.	5-9 Emp.	10-19 Emp.	20-49 Emp.	50-99 Emp.	100-249 Emp.	250-500 Emp.	500 + Emp.
Manufacturing	75	189	82	78	59	42	34	10	4
Truck Transport.	157	220	59	39	26	7	3	1	-
All Industries, private sector	3,302	11,898	4,612	2,852	1,524	334	152	36	19

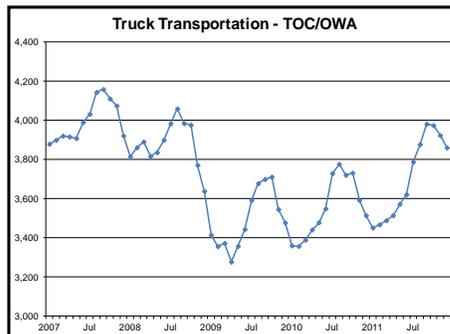
Table 3. Summary of Percent of Total Employment by the Sectors in TOC/OWA LWIA

	----- As a Share of Area Total (private sector) -----			
	Firm Count (1Q2011)	Employment	Payroll	Avg. Annual Pay/Job
Manufacturing	2.1%	8.5%	10.0%	118%
Truck Transportation	1.8%	1.7%	2.2%	130%

As a result of the breadth of and variety of in TOC/OWA, the suppliers of labor include WorkSource, temp agencies, community colleges, apprenticeship programs, etc. vary by Region and community. There is not much focus on Truck-Transportation in Economic Development plans, which tend to focus more heavily on Sectors like Manufacturing due to the strong role manufacturing plays in local economies. See, for example, <http://www.oregon4biz.com/The-Oregon-Advantage/Industry/> in which Economic Development promotes Advanced Manufacturing heavily.

The importance of the transportation sector, however, is widely acknowledged. More specifically, the provision of a high quality transport sector (and ancillary occupations) has been recognized as a necessary precondition for the full participation of rural and remote communities, and plays a crucial role in helping those communities grow and thrive. The transportation sector helps communities increase employment, income, productivity and tax revenues.

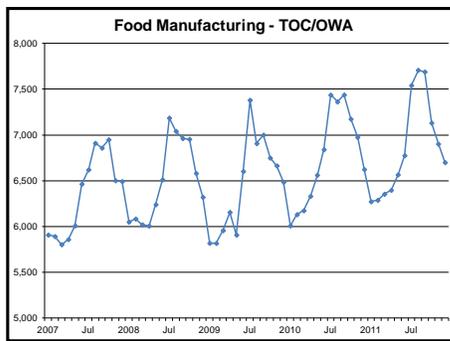
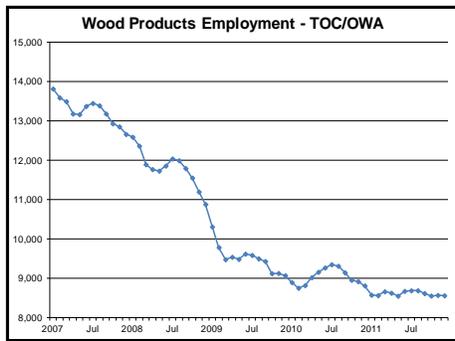
In January of 2012, Annette Shelton-Tideman, an OED Workforce Analyst with the Research Division, present detailed economic information to The Partnership for Economic Development in Douglas County. This report explained the significant impact the transportation sector affects-has on the local economy. Currently, citizens in Coos, Curry and Douglas Counties are being surveyed to gain real-time data to help inform these



detailed reports. From this data, a strong analysis of the impact of the transportation sector will be built and to, in generally, guide regional goals and objectives and identify investment priorities and funding sources. This information will be shared with County Commissioners, the public, community boards and others.

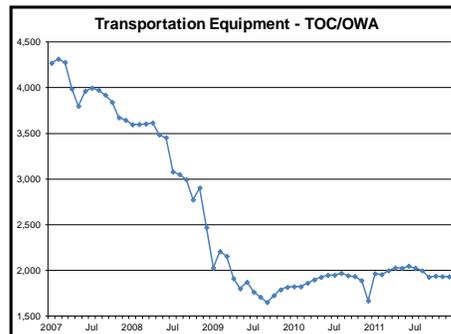
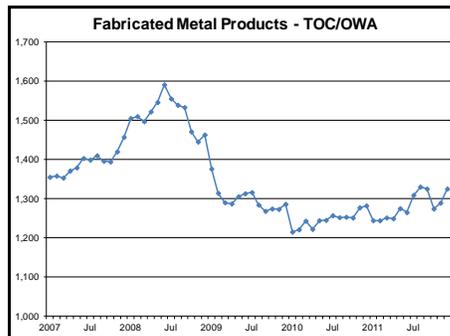
3. Job Demand for the sector: Short- and mid-term growth projections based on both new and replacement jobs, demographics of the existing workforce in these companies (age, gender, race, native-language, etc.), reported skill shortages.

Truck Transportation: The industry rose to 4,160 jobs at its peak in September 2007 but with the recession underway, job losses followed, with employment bottoming out in April 2009 at about



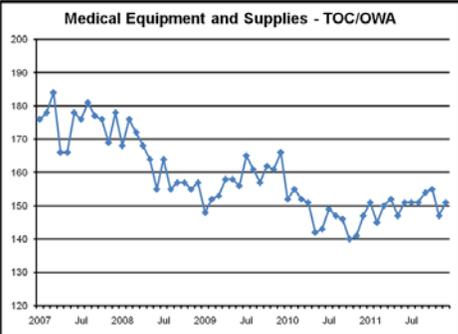
3,280. Truck transportation rose to nearly 4,000 jobs in September 2011. The Employment Department’s 10-year projection for truck transportation (2010-2020) sets growth at about 19 percent, adding about 700 jobs. The DAS-Office of Economic Analysis forecast for September 2012 includes the group “Transportation and Warehousing, and Utilities”, where growth in 2012 is expected to be about 0.7 percent, with the pace quickening to 3.4 percent in 2013.

Manufacturing: Food Manufacturing: Some industries did grow during the recession, and food manufacturing was one of the very few in manufacturing to accomplish that feat. In 2007, food manufacturing employers in the TOC/OWA region provided about 6,350 jobs. Four years later, in 2011, the industry’s employment had grown to nearly 7,000 with a total payroll of more than \$220 million. The industry is common to nearly every TOC/OWA county, with 20 out of 24 hosting a food manufacturing employer. Overall, there were 150 employer units in 2011 with an average size of just under 50. Annual wages in food manufacturing averaged \$31,568 in 2011. The DAS-Office of Economic Analysis forecast for September 2012 sets food



manufacturing growth at 1.5 percent in 2012, with a loss of 0.5 percent forecast in 2013. The Employment Department’s 10-year projection for food manufacturing (2010-2020) sets growth at about 8 percent, adding over 550 jobs. In 2011, food manufacturing was only about 300 jobs shy of its projected 2020 employment.

Wood Products: Before the recession officially started (Dec. 2007), job losses were already impacting wood products manufacturing in the TOC/OWA region. In 2011 the industry stabilized with roughly 8,600 jobs, a drop of over 4,600 when compared with 2007. The DAS-Office of Economic Analysis forecast for September 2012 pegs wood products growth at 1.9 percent in 2012, with growth accelerating to 6.7 percent in 2013. The Employment Department’s 10-year projection for wood products manufacturing over 2010-2020 sets growth at about 14 percent, adding 1,250 jobs.



Fabricated Metal Products: The industry rose to nearly 1,600 jobs at its peak in June 2008 but with the recession underway, job losses followed, with employment bottoming out in January 2010 at about 1,200. Fabricated metal products rose to over 1,300 jobs at the end of 2011. The Employment Department’s 10-year projection for fabricated metal products (2010-2020) sets growth at about 25 percent, adding over 300 jobs. The DAS-Office of Economic Analysis forecast for September 2012 includes the group “Metals and Machinery”, where growth in 2012 is expected to reach nearly 5 percent, slowing to 2.5 percent in 2013.

Transportation Equipment: The industry was hard-hit, falling from around 3,600 jobs at the start the recession to under 1,700 in September 2009 – a drop of about 55 percent. Its most recent peak, in June 2011, reached 2,050, still more than 1,500 shy of its total at the start of the recession. The DAS-Office of Economic Analysis forecast for September 2012 pegs transportation equipment with a loss of nearly 1 percent in 2012, followed in 2013 by a gain of just 0.2 percent. The Employment Department’s 10-year projection for transportation equipment (2010-2020) sets growth at about 25 percent, with nearly 500 jobs gained.

A TOC/OWA based employment forecast is not available for medical equipment and supplies.

The table below breaks out TOC/OWA workforce for Truck Transportation and Manufacturing by age. The vast majority of current Truck Drivers are over the age of 35 (81%). Over the next ten years, there should be steady departure of workers from the field, maintaining a need for replacement workers. The current workforce for manufacturing tends slightly younger, but the majority of workers are still over 35 years of age (72%). We should see similar trends, possibly at a slower rate.

Table 4. Employment by Age in Selected Sectors in TOC/OWA LWIA

	Age Group								
	14-99	14-18	19-21	22-24	25-34	35-44	45-54	55-64	65-99
Truck Transportation Employment	3,526	31	62	79	495	667	1,088	856	234

Advanced Manufacturing Employment	18,313	299	676	828	3,348	3,910	5,016	3,606	602
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4. Supply and Demand Alignment for the sector: Match between demand and the regional inventory of job seekers, as well as the availability of career paths which lead to self-sufficiency wages. What opportunities exist in your target industry sector for low-income workers and disadvantaged job seekers?

Truck Transportation: In 2008, 8% of U.S. truck drivers were self employed (includes light and service delivery drivers) Truck drivers in Oregon comprised 2% of Oregon’s self-employed from 2006 to 2010. In 2010, there were 574 “green” truck driving jobs across Oregon. Oregon trucking programs had 750 graduates in 2010. In 2010, there were 20,706 heavy and tractor-trailer truck drivers employed in Oregon. Between 2010 and 2020, this occupation is expected to have an average of 730 openings per year, which is more than double the median number of statewide openings across all occupations (315). This qualifies truck drivers as a high-demand occupation, and, in fact, the second highest in-demand occupation in the state; registered nurses came in first. Truck driver openings have consistently been in the top 10 for number of postings in the Employment Department’s iMatchSkills (iMS) jobs database. Heavy and tractor-trailer truck drivers came in at number two on the list of highest number of job vacancies second to retail salespersons. [As the Sector Strategy is developed, the opportunities and pathways to connect participants and employers in the following Related Occupations in the TOC/OWA LWIA will be explored and analyzed. TOC/OWA will continue to explore options that work for rural Oregon.](#)

Career Pathways/Related Occupations

- Bus Drivers.
- Delivery drivers and Driver/sales workers.
- Hand Laborers and Material movers, (these jobs may require a CDL to work on premises of an employer. Workers with a CDL will be able to more easily move to on-road transportation jobs.
- Heavy tractor trailer truck drivers – General Freight Trucking, Specialized Freight Trucking. Drivers can advance by adding advanced certifications in multiple hazmat areas such as – Toxic/infectious substance, radioactive materials, dry ice, lithium batteries, magnetized materials, etc.
- Dispatching – workers who have experience in trucking can transition into dispatching if they have the necessary technical office skills. Example – computer skills/keyboarding, and software knowledge and experience.
- First-line supervision – workers who have successful driving experience may with training transition to supervision. Courses specializing in management and business are useful as well as on-the-job training.
- Manager of transportation and materials – business management classes, certificate/ degrees as well as on-the-job training prepare workers to transition into this part of the transportation industry.
- Diesel mechanics – certificates, credentials, degrees and OJTs can be used to shift workers to technical trade support in the transportation industry.
- Taxi drivers.

Employment opportunities for disadvantaged job seekers and low-income workers are good in this industry if the following minimum criteria(s) are met:

1. High School Diploma/GED.
2. Driving record that meets insurance standards.
3. Able to receive an ODOT medical card.
4. Pass required drug screening and background checks.
5. Ability to use electronic devices such on-board lap tops/smart phones, etc.
6. CDL License and Certifications such as Hazmat, First Aid/CPR, Safety, etc.

For individuals who do not meet the above criteria, Items 1, 5, and 6 can be remedied for the most part through appropriate foundational and occupational skills training. Items 2, 3, and 4 may or may not be resolved successfully depending on the medical condition, driving or criminal offence and how much time has lapsed.

Manufacturing: Industrial Maintenance: Industrial maintenance usually refers to the repair and upkeep of the different types of equipment and machines used in an industrial setting. The basics of industrial maintenance may be broken down into the following five categories: general knowledge, mechanical knowledge, electrical knowledge, welding knowledge, and preventative maintenance. According to this wide variety of areas of expertise, industrial maintenance technicians usually are multi-skilled individuals, proficient in many tasks. Industrial maintenance also involves a great degree of problem solving skill. Identifying the problem alongside the best and safest means of resolving the difficulty are integral parts of the industrial maintenance process.

There are many different career pathways and job titles that are encompassed by Industrial Maintenance: Installation, Maintenance and Repair Worker’s Helpers to Industrial Machinery Mechanics, Millwrights, and Maintenance Workers, to Management positions. However, like the Truck Transportation project, this specific Industrial Maintenance project used for the Sector Strategy was started as a result of demand by employers.

Table 5 summarizes current and projected employment by minimum educational requirements.

Table 5. TOC/OWA Current and Projected Employment in Selected Sectors by Minimum Educational Requirements

Minimum Education*	---- Employment ----		----- 2010-2020 -----	
	2010	2020	Growth Openings	Total Openings**
Advanced Manufacturing				
Short term on-the-job training	7,554	8,432	878	2,780
Moderate term on-the-job training	6,065	6,978	913	2,229
Long term on-the-job training	2,314	2,692	378	902
Related work experience	1,155	1,310	155	386
Postsecondary training	934	1,081	147	350
Associate				
Bachelor's	985	1,119	134	376
1st Professional				
TOTAL	19,131	21,749	2,618	7,068
Truck Transportation				
Short term on-the-job training	254	300	46	118
Moderate term on-the-job training	307	376	69	137

Long term on-the-job training	257	308	51	113
Related work experience	108	123	15	42
Postsecondary training	2,569	3,057	488	1,040
Associate				
Bachelor's	106	125	19	41
1st Professional				
TOTAL	3,601	4,289	688	1,491

* For more in-depth explanations of education/training categories, see:
http://www.bls.gov/emp/ep_definitions_edtrain.pdf

** Growth and replacement openings

Previous work-related skill, knowledge, or experience is required for these occupations. Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers. A recognized apprenticeship program may be associated with these occupations.

Career Pathways/Related Occupations

- Boilermakers.
- Pipe Fitters and Steamfitters.
- Plumbers.
- Welders, Cutters and Welder Fitters.

Employment opportunities for disadvantaged job seekers and low-income workers are good in this industry if the following minimum criteria(s) are met:

1. High School Diploma/GED.
2. Pass required drug screening and background checks.
3. Ability to use electronic devices such on-board lap tops/smart phones, etc.
4. Ability to bend, lift and manipulate tools and equipment.

For individuals who do not meet the above criteria, Item 1 can be remedied for the most part through appropriate foundation and occupational skills training. Items 2, 3, and 4 may or may not be resolved successfully depending on the medical condition, driving or criminal offence and how much time has lapsed.

5. **Population to be served:** Describe those you intend to serve with your sector strategy (i.e. unemployed workers in XXXX industry, youth, current workers, the disadvantaged) and the barriers that have prevented this population from advancing into better jobs in the industry.

Truck Transportation: We will assist job seekers (emerging workers meeting industry/state standards, transitional workers, and current workers) interested in employment in the transportation industry and those who can meet criteria listed below. Note, training opportunities are based on funding availability.

Job seekers that have the ability to:

1. Achieve a High School diploma/GED
2. Demonstrate a driving record that meets insurance standards
3. Receive an ODOT medical card
4. Pass required drug screening and background checks

5. Use electronic devices such on-board lap tops/smart phones, etc.
6. Achieve or show CDL License and Certifications such as - Hazmat, First Aid/CPR, Safety, etc.

Job seekers who are able to meet the minimum standards in items 2, 3 and 4 listed above will clear the first hurdle for consideration. Those not meeting required industry and state standards will not be considered until those requirements are met. To determine appropriateness, job seekers will complete a process designed to identify foundational skill levels using - ISR, NCRC and TABE/as necessary and electronic skills such as keyboarding and general software knowledge. If job seekers do not meet minimum foundation skill levels or electronic skills they will be referred to appropriate skill-up classes in the region; self-help and classes with instructors.

Applicants meeting items 1-5 above will complete a funding analysis to determine CDL training viability. Funding options will include – WIA, GI Bill, Loans (private/public), Foundations, Private Sector, Federal Grants, and Tribes.

Manufacturing: Industrial Maintenance: Our target population will be unemployed workers from service industries, youth and low income adults. There may be emerging needs as our economies change over time. Our goal is to transition job seekers to high wage, in-demand jobs. This population will have to overcome barriers such as: lacking computer skills, work readiness skills and vocational and technical skills. To do this we will partner with local Community Colleges and other training institutions to help acquire the needed skill for all segments of the population whether they are youth, current workforce, unemployed or disadvantaged. In Tillamook County we will continue to partner with the Industrial Maintenance Tech program at Tillamook Bay Community College to encourage students to participate and earn certificates to support the large demand of millwrights in our manufacturing industry. MTC along with other local partners such as DHS, OVRs, OED and others will work together to assist clients in the removal of barriers that may exist and help them advance to better jobs in the industry.

6. **Potential for Impact of working with the sector: Commitment level of employers and labor (where applicable) to address workforce issues and contribute resources; the WIB's and WIB's partners' connections and leverage points within the sector; presence of an active industry intermediary (the WIB, industry association, or other); related workforce development efforts underway; list of career pathways available and availability of (or plans for) sector-based curriculum through local training providers.**

Truck Transportation: Gordon Trucking is one of the committed private employer partners for [this the truck transportation project, occurring within the Transportation sub-sector](#). They have committed to first consider, in Region 6, the newly trained drivers from this program who meet their hiring criteria and complete an evaluation process with an in house trainer. Drivers will also be eligible for a “tuition pay back plan” providing they successfully completes an in- house evaluation process and probation period. *(Gordon Trucking is the 22nd largest truckload carrier in North America, with over 2500 employees and 1900 trucks).*

Applicants will also have an opportunity to apply for a loan program housed at WorkSystems, Inc. Funding for the program is provided by a tax levied on the trucking industry. *(The tax was due to expire when the trucking industry agreed to continue paying the tax if revenue could go to a loan program for truck driver training.)* Our local loan program is still being developed by Umpqua Bank

and public partners. The process will be completed in PY 12. \$50,000.00 was made available for the loan program with additional funding still being discussed. Opportunities like these also provide opportunities for collaboration and coordination between LWIBs.

Project Partners included- County Commissioners, Industrial Development Board, Private sector Employer Advisory members / Community Colleges, The Partnership – (economic development), WIA provider (UT&E), Umpqua Bank, Tribe(s), WorkSource Oregon and Trucking Companies.

Manufacturing: Industrial Maintenance: Economic Development has identified manufacturing as a priority in Region 1; recently holding a manufacturing forum for local companies. MTC Works will be an integral part of working with economic development and employers, such as: Tillamook County Creamery Association, Hampton Lumber and ORPET, to address the issues of workforce in the manufacturing field. For advanced manufacturing MTC Works will continue to partner with Tillamook Bay Community College (TBCC) and its consortium for the Industrial Maintenance program. This program offers career pathways and Associates degrees that enable participants to become millwrights and maintenance staff in our region's advanced manufacturing companies. MTC Works is building relationships with employers for internships and work experiences for job seekers. MTC Works will continue to look for opportunities to leverage scholarship dollars with other funding sources to assist individuals to attend post-secondary training. There are career pathways developed at TBCC website:

http://www.tbcc.cc.or.us/images/documents/career_pathways/int_print.pdf

- 7. Implementation plan: Describe what you will do to support this sector and assure it has the skilled workforce it needs. Please include the partners who will be participating in the strategy and their roles and commitments. Please describe how you will work with education and economic development partners in your strategy as well as the required workforce system partners described in the strategic plan. Describe how your strategy will align with/inform/leverage WorkSource Oregon.**

The Regional WIA IB Service Providers, and TOC/OWA, will collaborate with WorkSource Partners, Economic Development organizations including Business Oregon and employers to develop a “comprehensive” high-level sector strategy, targeted to meeting the training needs for new hires, focusing on the transitional and emerging workforce. As funds come in to address the needs of current workers, models and programs will be expanded, and workers and employers will be asked to help develop appropriate program elements to train current workers increase productivity and knowledge and help employers remain competitive.

The comprehensive sector strategy, however, will be developed and rolled out incrementally by Region/county and by specific project, developed locally, to fully take into consideration the conditions, economy, workforce and needs of that Region/county. TOC/OWA must consider how to shape sector strategies, and connect people and employers, in ways that work in rural Oregon.

Truck-Transportation: The first approach to address the Transportation sub-sector strategy is a truck transportation project to address the shortage of truck drivers in Region 6. To do so, Region 6 developed a plan to meet industry demand for existing, expanding and new businesses over the next 5 years. TOC/OWA expects that this plan, or elements of it, may will be applicable in all Regions, as smart practices are identified for possible replication. TOC/OWA hopes lessons learned

[from implementation of this plan will inform the other incremental projects developed to address the Transportation sector in across the LWIA.](#)

In Spring 2012, WorkSource Douglas Partners determined over 300 applicants were registered as truck drivers in iMatchSkills. To determine the viability of applicants we developed a two pronged approach to review skills.

1. OED staff assessed applicants using an iMatchSkills job posting, referring only those meeting the employer's specific narrow criteria. OED staff found very few applicants who met the employer's criteria.
2. UTE staff reviewed 23 truck drivers registered in iMatchSkill (within a current six month period, only) to determine the longevity of their long haul driving history. Ten had never driven long haul and those who did (13) didn't have the required two years of driving experience.

UT&E is currently creating an individual portfolio map linking applicants to training and funding opportunities if an applicant's current driving skills/work history, license and/or credentials need upgrading. [Career Pathways and Credentialing Opportunities On Line (COOL – developed for veterans) will be used to assist in the process].

Private and public partners (see list below) came together to identify necessary steps to solve the problem.

1. Identify drivers listed in iMatchSkills meeting current driving requirements and meet with them in person to review certifications and skill sets. Make applicable referrals to job openings.
2. Identify public and private resources to train new drivers – WIA, GI Bill, State programs, Foundations, Federal Grants, Private sector, Tribe, applicant resources, county, and loans. Public sector develops funding profile for job seekers.
 - a) Develop local loan program (if applicable).
3. Use Back to Work Oregon (BTWO) and WIA to fund truck driver OJT's whenever possible.
4. Continue to survey businesses using employer committees through WorkSource Oregon and Community College business advisory groups.

Sector based curriculum has been developed and continues to be refined in both public and private training institutions.

Building on the steps outlined above, The RWIB will:

1. Continue meeting with both public and private partners on a regular basis to discuss progress, issues, etc.
2. Identify truck drivers listed in iMatchSkills and review their viability for job referral and placement; review truck driver iMatchSkill applications to ensure applicants are correctly registered in iMatchSkills. If applicants no longer meet minimum employer standards staff will work with applicants to build a more skill reflective iMatchSkills application. (UT&E and OED will use employer standards developed by our local transportation committee and business leaders).
3. Assess job seekers for training using criteria noted above in numbers 4 and 5.
4. Refer job seekers for skill-up classes provided at WorkSource Oregon, Community College and self-help sites.
5. Survey employers yearly.

Specifically, next steps for the RWIB include:

1. Meeting with a minimum of 10 local trucking companies, small and large, to establish specific hiring criteria for their organization in trucking and supporting occupations. To do this, the RWIB will determine the level of company involvement regarding training scholarship contributions, company loan pay back criteria, on the job training and placement of trainees/job seekers.
2. Meeting with applicants who are registered in iMatchSkills who have self identified themselves as truck drivers to determine if they meet current industry standards. (Over 300 applicants have self identified themselves as truck drivers in the iMatchSkills system).
We will:
 - Review work history,
 - Determine current credentials – CDL, hazmat certification, ODOT medical card, etc.
 - Review driving records, and
 - Develop a portfolio identifying skill gaps, training needs and funding resources for applicants.
3. Giving priority to veterans and completing the ARMY/NAVY Credentialing Opportunities On Line (COOL). The COOL system defines civilian credentials that best map to veteran rating, and training, and outlines the paths to achieve them.

Partners

Private sector partners will continue to recommend and guide public partners regarding plan implementation. They will:

- Help public partners understand truck driver training opportunities within their own businesses and policies on tuition payback.
- Continue to work with public partners to explore local loan options for truck driver trainees.
- Consider job applicants referred by public partners providing applicants meet industry standards or with training can meet industry standards within a specified period of time. Training options can include – Classroom CDL training, On-The-Job Training, etc.

WorkSource partners will work together to:

- Assess job seekers for training opportunities and develop a funding portfolio for those meeting minimum training criteria. Partners will refer appropriate job seekers for assessments.
- Identify truck drivers in iMatchSkill that do not meet industry standards and those who do. Those not meeting industry standards will be considered for skill-up classes and/or removed from the truck driver pool of applicants.

Partner organizations such as Job Corp, UCC jobs, DHS -SNAP and the Oregon Office of Vocational Rehabilitation Services (OVRs) will determine what funding is available to assess their clients. Currently WIA Regions only have National Career Readiness Certification (NCRC) funding for dislocated workers.

So far, 84% of those who complete truck driver training are placed in long-haul jobs and remain in the sector for at least one year (follow-up is for one year). We do not place applicants in truck driving training if they are not committed to accepting long-haul employment. Demand is in long-haul - I5 routes, regional routes or west-east coast routes.

Although UT&E has secured additional Foundation funding and loans locally, it's still not enough. UT&E used to send 30 – 35 applicants a year to truck driver training. Funding reductions have caused us to reduce that to five or six. Our local truck driver committee is working with businesses to develop more funding options. It will be an ongoing endeavor.

Manufacturing: Industrial Maintenance: The [first project under development for the](#) Manufacturing Sector Strategy is still in its nascency. -The Industrial Maintenance program has just started to build momentum. It is a private/public partnership to meet the workforce needs in manufacturing. MTC Works is playing an integral role in facilitating discussion to grow the program and insure that the needs of the employers are being met.- This role includes working closely with the employers, job seekers and Tillamook Bay Community College. Local manufacturing employers are looking for cross cut skills assessment tools, MTC Works will be working with them to incorporate the NCRC into the hiring and promoting processes and developing short-term training opportunities for job seekers to prepare for advanced training.

Through the local Oregon Employers Council, MTC Works will continue to assess the local business workforce needs within the manufacturing sectors and be comparing the needs for other sectors to expand the learning opportunities for job seekers within the region. Examples of this could be in the soft skills area, the identification that job seekers are not prepared in this skill set: assess job seekers, develop appropriate trainings, implement within the community to the workforce.

For positions within manufacturing sector that do not require post-secondary training, MTC Works will continue to develop relationships with employers and On-the-Job Training opportunities. For positions that require more training, MTC will be supporting the local community colleges and job seekers. Support to the local community colleges will be in the form of community outreach, student referrals, acting as a conduit to job seekers and potential students, and maintaining open communications to continue to grow and act upon future opportunities.

Other Strategies: As mentioned above, small businesses of all kinds are essential to the economic and social well-being of rural Oregon. Any mid to long term strategy to improve the economy and to develop and place workforce should address small entrepreneurial businesses, and strategies to assist them in growing. Although outside the scope of this plan, OWA recommends that we include the “stretch” goals of an Entrepreneurial Small Business “Sector” Strategy. The Regional Economic Impact Planning Grant supported a research effort that culminated in “[A Strategy for Rural and Regional Prosperity](#)” that focuses on Rural Entrepreneurial Strategies.

Certified Work Ready Communities.

This strategy will be implemented in three phases:

1. **Phase I – early adopters.** Due to limited resources three to four communities will be identified for this phase of implementation. Early adopters will assist with the piloting of a soft skills assessment. This phase will begin the first week of January 2013.
2. **Phase II** – will begin on July 1, 2013. It will include all of those who have self-identified to begin their implementation on this date.
3. **Phase III** - will begin on July 1, 2014. It will include all those who have self-identified to begin their implementation on this date.

A Certified Work Ready Community (CWRC) is a county or regional partnership of counties certified as having a skilled and talented workforce. Community certification will be based on objective criteria including the portion of the population earning a National Career Readiness Certification (NCRC), a soft skills assessment, and increasing business engagement. CWRC are created by local partnerships that may include Local Workforce Investment Boards (LWIBs), employers, public workforce agencies, non-profit organizations, chambers of commerce, labor, economic development, secondary education, community colleges, universities, community organizations, elected officials and others. In order to become a CWRC, communities must meet the following criteria:

1. % of NCRC holders in each of the categories defined by ACT. The table on page 21 provides targets by category for each county.
2. Employer letters of commitment by county. The table on page 21 provides targets for each county.
3. Soft Skills Assessment – certification requires a minimum of:
 - a. 25% of the Emerging workforce target number will receive a soft skills assessment
 - b. 25% of the Transitional workforce target number will receive a soft skills assessment
 - c. 25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment

Note: A soft skills assessment will be identified for use in Phase I above. If proven successful, it will be fully implemented starting in Phase II. If not, a replacement tool will be identified and implemented in Phase II.

4. Local Strategy – identify how you will use Work Ready Communities to support one of the other two strategies you are developing in this plan – sector strategies, system innovation.

Many CWRCs will be certified at the county level. Recognizing that labor sheds often cross county lines and that some counties have organized themselves as regions, Local Areas may choose to develop plans for the certification of individual counties or whole several counties grouped into regions within the workforce area. Local Areas will develop plans of up to two years for identified county(ies) to become certified as CWRC. Each CWRC must be recertified after two years to ensure they have not fallen below required criteria levels. The recertification process will be a shorter process than the original certification.

Local Areas should assume that they will be expected to produce NCRC numbers similar to those produced the previous year and that funding levels will remain the same for this “base line” production. Local Areas should assume that additional funding will be provided for the implementation of CWRC approved for Phase I, based on this year’s approach to funding. Local Areas should assume additional resources for Phases II

and III, but should not assume that the current formula for funding NCRC will be continued past June 30, 2013.

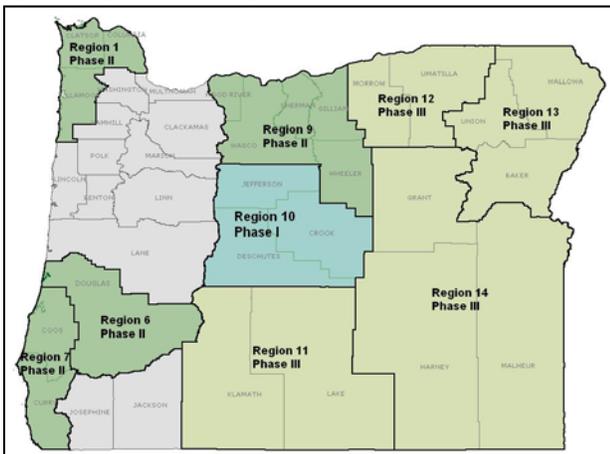
Introduction: Oregon’s Certified Work Ready Community (CWRC) initiative is an effort to document and demonstrate that Oregon’s workforce is skilled and productive, with the requisite skills important to the majority of jobs in the workplace.

Certifying as a Work Ready Community provides a new tool communities can use to market themselves to businesses and industries. It is a powerful economic development device: Economic Development agencies can market the high quality of the CWRC’s workforce. Business and Industry familiar with CWRC and NCRCs will know what they need for a productive workforce and the skill levels of their current workforce. Individuals who take the NCRC will know their skill levels, and be able to understand their individual skill gaps and what they need to gain the employment they desire. Both educators and policy makers can use any skill-gaps made apparent by the skill level measurement to focus efforts on closing those gaps to improve the quality of the workforce.

Although some employers have been reluctant to embrace the NCRC and CWRC, the addition of the soft skills assessment should be a welcome enhancement to most employers. The employers associated with OWA have repeatedly stated their concern about the workforce’s soft skills. An assessment of soft skills will be valuable for employers considering job placement or promotion of incumbent workers.

Implementation Phases: TOC/OWA is comprised of 9 Regional Workforce Areas. Each Region elected to pursue different Phases for CWRC implementation, based on the RWIB and Regional Service Provider’s judgment regarding implementation readiness; some Regions are better positioned to become early adopters of the Certified Work Ready Community effort than others. Please see the map below for the requested implementation Phases by Region. Regional Plans to achieve Work Ready Community Certification will be presented in order of Phase and then Region. CWRC implementation plans will be more detailed for Regions implementing early than for those implementing later. Early implementers will share best practices with those starting in later Phases, which will shape those plans.

Figure 1: Requested CWRC Implementation Phases



Oregon Certified Work Ready Communities

Updated 7/10/12		Two-Year CWRC Certification Goals								
County	County Size	Current Goal	Transitioning Goal	Emerging Goal	Total NCRC Goal	Transitioning Soft Skills Goal (25% of NCRC Transitioning Goal)	Emerging Soft Skills Goal (25% of NCRC Emerging Goal)	Total Soft Skills Goal (Included as part of Total NCRC Goal)	Total LOC Goal	Total "Prefer" Soft Skills Goal (25% of LOC Goal & Included in Total LOC Goal)
Baker	S	13	134	47	194	33	12	45	32	8
Benton	M	56	403	200	659	101	50	151	116	29
Clackamas	L	67	2,155	708	2,931	539	177	716	302	76
Clatsop	M	25	265	106	396	66	26	93	80	20
Columbia	M	14	370	152	536	92	38	130	58	14
Coos	M	32	459	173	664	115	43	158	95	24
Crook	S	13	248	59	320	62	15	77	28	7
Curry	S	16	275	49	340	69	12	81	41	10
Deschutes	L	30	1,199	312	1,541	300	78	378	155	39
Douglas	L	17	728	200	945	182	50	232	73	18
Gilliam	S	2	13	4	20	3	1	4	5	1
Grant	S	6	71	25	102	18	6	24	17	4
Harney	S	6	85	31	121	21	8	29	13	3
Hood River	S	26	186	87	299	47	22	68	58	14
Jackson	L	37	1,304	295	1,636	326	74	400	158	40
Jefferson	S	14	210	59	284	53	15	67	23	6
Josephine	M	34	633	222	888	158	55	214	112	28
Klamath	M	33	520	168	721	130	42	172	95	24
Lake	S	5	80	20	105	20	5	25	16	4
Lane	L	70	2,111	611	2,792	528	153	681	264	66
Lincoln	M	26	332	112	470	83	28	111	91	23
Linn	L	19	804	223	1,047	201	56	257	74	19
Malheur	M	17	215	106	338	54	26	80	48	12
Marion	L	66	1,916	678	2,661	479	170	649	228	57
Morrow	S	8	82	47	137	20	12	32	15	4
Multnomah	VL	107	2,082	334	2,523	520	84	604	279	70
Polk	L	25	480	141	646	120	35	155	80	20
Sherman	M	2	17	8	26	4	2	6	5	1
Tillamook	S	21	197	76	294	49	19	68	46	11
Umatilla	M	41	548	254	843	137	64	200	98	24
Union	S	25	206	67	298	52	17	68	44	11
Wallowa	S	6	71	17	94	18	4	22	20	5
Wasco	S	23	207	90	320	52	22	74	46	11
Washington	VL	59	1,366	322	1,747	342	81	422	156	39
Wheeler	S	1	12	4	16	3	1	4	3	1
Yamhill	M	44	677	294	1,015	169	73	243	135	34
State Totals		1,008	20,661	6,296	27,965	5,165	1,574	6,739	3,107	777
(Note: CWRC certification is based on NCRCs earned and LOCs signed as of 1/1/12)										

Workforce Status Categories (NCRC testers self-select their appropriate category)					
Current Workforce					<ul style="list-style-type: none"> • Currently employed private or non-profit • Currently employed local, state or federal government
Transitioning Workforce					<ul style="list-style-type: none"> • Currently unemployed • GED and adult education participant • Current or recent active duty military*
Emerging Workforce					<ul style="list-style-type: none"> • High school junior, senior or recent graduate • College student or recent graduate
How We Size Up Communities (Based on 2011 US Census Population Data)					
Small Counties					Up to 29,999
Medium Counties					30,000 – 99,999
Large Counties					100,000 – 499,999
Very Large Counties					500,000 – 999,999
Mega Counties					Over 1,000,000
How We Calculate County Goals (Workforce and Business Goals)					
County Size		Current Workforce	Transitioning Workforce	Emerging Workforce	Businesses Supporting
Small		0.25%	15%	25%	5%
Medium		0.15%	12%	25%	5%
Large		0.5%	10%	15%	2.5%
Very Large		0.03%	5%	5%	1%
Mega		0.01%	2.5%	2.5%	0.5%
(Note: Above three categories based on ACT national Certified Work Ready Community criteria)					

CWRC Phase I – January 2013

Region 10

The Region 10 proposal for CWRC includes several strategic components:

- Increase capacity of NCRC assessment system. Increases focused primarily on Crook and Jefferson Counties, along with adding assessment capacity for emerging workers (e.g. mobile assessment capacity to assess at schools).
- Implement a formal business outreach strategy, with increased presentations to key business groups (chambers of commerce, Human Resource Association of Central Oregon, etc.). Increase partnerships for business outreach.
- Improve participation by K-12 schools, Central Oregon Community College (COCC).
- Outreach to the public, elected officials. The region will “go public” with the CWRC program.
- Improve assessment efficiency through the use of Lean analysis – maximize capacity while minimizing costs.
- Implement the NCRC Plus, both in business outreach marketing as well as within the NCRC assessment service delivery system.
- Focus on regional priority sectors that align with TOCOWA “Advanced Manufacturing” strategic sector in the use of job profiles and NCRC workforce data.
- Analyze and report “ROI” or outcomes of the NCRC and CWRC program.

1. **County/Counties within proposed CWRC:** Crook, Deschutes and Jefferson Counties

2. **Work Ready Community Lead:**

Name: Andrew Spreadborough

Organization: Central Oregon Intergovernmental Council (COIC)

Title: Community and Economic Development Manager

Address: 334 NE Hawthorne Ave., Bend, OR 97701

Office Phone: (541) 504-3306

Email: aspreadborough@coic.org

3. **If you began planning/working on implementing work ready community prior to July 1, 2012, please describe your activities.**

Region 10 has a long history of involvement with the National Career Readiness Certificate. Here is a summary of key NCRC/CWRC projects and initiatives:

- *Career Readiness Certificate Implementation Pilot Project, 2009:* Resulted in the design of a regional service delivery system and the completion of 988 certificates within the 2009-2010 pilot project timeframe. A total of 268 NCRC certificates were earned by HS students. This project included a “green” jobs profile component.
- *Green Job Profiles Project, 2010:* 30 green job profiles completed by COIC and OED as part of the Oregon Employment Department LMI Green Jobs project.
- *Workforce Breakfast Event, 2010:* A total of 85 attendees heard presentations by Redmond-base PCC Structurals and former Dow Chemicals training manager on the value of the NCRC for assessing incumbent worker skills and developing training programs.
- *CWRC Regional Scoping Meeting, 2011:* COIC hosted a meeting in May, 2011 to explore the feasibility of establishing a Career Ready Community within Central Oregon. Work group attendees agreed generally that the Career Ready Communities concept should be further explored, and that they support the establishment of a pilot site in Central Oregon.

- *Oregon WRC Team Participation, 2012:* Andrew Spreadborough, COIC Community and Economic Development Manager, and Jon Stark, Redmond Economic Development Manager, have been participating in the CWRC Academy Oregon team. Andrew and Jon have been actively involved in evaluating the CWRC program as a potential economic and workforce tool for Oregon, and designing the implementation process for the CWRC program statewide.

CWRC Proposal Development, 2012: A core leadership team of Andrew Spreadborough, COIC, Jon Stark, Redmond Economic Development, and Laurel Werhane, OED, has been working throughout 2012 to develop a Central Oregon CWRC program. Work to date includes:

- Expanding the NCRC service delivery system to include test sites in Crook and Jefferson counties through a strategic partnership with Central Oregon Community College, Crook County, and Oregon State University.
- Convening of a staff-level interagency team to explore service delivery expansion opportunities to provide testing capacity for emerging and incumbent workers.
- Meeting with High Desert Education Service District/Career and Technical Education staff to explore testing of high school students. The ESD Director has requested that CWRC core team meets with the region’s school district superintendents to discuss the CWRC program (the meeting will occur in fall 2012).
- Meeting with other key partners to discuss the CWRC program: Partnership to End Poverty, Central Oregon Workforce Coordinating Council (RWIB), Redmond Economic Development Board.
- Economic Development for Central Oregon (EDCO) and OED partnered outreach to expand "preferred" business list.

Additional work is needed to bring partners to the table. Specifically, the Implementation Team will need to improve the engagement of Central Oregon Community College, elected officials, and K-12 schools. Outreach and engagement activities will continue during Fall, 2012, including:

- Presentation to COIC Board of Directors, October.
- Meeting with School Superintendents
- Convening of Leadership Team to further develop and publicize the CWRC program, explore opportunities to leverage funding for job profiling functions
- Region 10 will ‘go public’ in fall, 2012, with media and stakeholder outreach, and a launch event in January, 2013.

4. Region 10 Implementation Team:

Team member	Organization	Role
Andrew Spreadborough	Central Oregon Intergovernmental Council	R10 Lead; Oregon CWRC team member
Jon Stark	Redmond Economic Development	Oregon CWRC team member; Economic Development
Laurel Werhane	WorkSource Oregon Employment Department	OED Regional Manager
Alan Unger	Deschutes County Board of Commissioners, TOC board member, OWIB board member	Elected official, OWIB member, TOC member
Sally Sorenson	Human Resource Manager, MEDISS	Business representative
Ray Hasart	High Desert Education Service	K-12 school representative

	District	
Carolyn Eagan	City of Bend – Business Advocate	Economic Development
Janet Brown	Central Oregon Partnership to End Poverty	Non-Profit, Economic Development
Robin Popp	Goodwill Industries, Chair of Region 10 RWIB, OWA member	RWIB representative; OWA Board member
Tom Moore	COIC, OWA member	WIA 1B provider, Regional Council of Governments
Gary Daniele	Oregon Department of Vocational Rehabilitation, RWIB member	Vocational Rehabilitation representative

5. How will you achieve the criteria for NCRC attainment by category as indicated in the CWRC Table? Describe the delivery system for NCRC attainment in the counties that will become certified, how far you are from your goal, and you plan to ramp up to meet the criteria. Please describe how you will leverage the foundation of WorkSource Oregon to implement your CWRC.

The CWRC NCRC attainment criteria will be achieved through enhancements to the existing NCRC service delivery system. Specific enhancements:

a. Project manager: A project manager will be funded through the NCRC/CWRC program. The project manager will be responsible for overall project implementation, service delivery system management, business outreach/outreach coordination, and other system management functions.

b. Improve efficiency in WorkSource, Community College service delivery system: The Region 10 Implementation Team is not currently contemplating wholesale expansion to the NCRC service delivery system. A careful analysis of current assessment capacity at WorkSource Bend, WorkSource Redmond, Central Oregon Community College (COCC) Madras Campus, and the COCC Crook County Open Campus resulted in determination that the targets for incumbent, transitioning and emerging workers can be met with incremental capacity increases to the service delivery framework. Additional capacity is needed in Crook and Jefferson Counties. Additionally, off-site capacity must be added to accommodate high school and college testing.

A complicating factor is the addition of the NCRC Plus assessment. The soft skills component will add 30-45 minutes to the test time period according to all estimates, which for practical purposes increases the time block necessary from 4 hours to 5 hours. This additional hour will create scheduling challenges – two 4-hour blocks are easier to fit into a single day than two 5-hour blocks. Part 5.e, below, addresses how we plan to integrate the NCRC Plus assessment into the testing schedule.

A portion of the CWRC funding will be set aside to fund a Lean consultant, with the goals of 1) increasing efficiency within the assessment scheduling and delivery model, 2) gaining efficiency in reporting outcomes, and 3) efficiently integrating the NCRC Plus assessment. The Region 10 Implementation Team will work with a Lean consultant to understand how testing capacity can be increased and NCRC Plus assessments can be integrated within the constraints of the current WorkSource/COCC lab schedules. By increasing efficiency in scheduling and proctoring, the Region 10 team will be able to increase our NCRC numbers without a significant jump in proctor FTE or overall costs.

c. Transitioning and Incumbent worker engagement: Current NCRC attainment numbers demonstrate that Crook, Deschutes and Jefferson Counties will achieve their targets for incumbent and transitioning

workers within the CWRC program time period. The assessment infrastructure at the WorkSource centers will be maintained, although additional assessment sessions may be added as demand increases. Mobile assessment capacity (i.e. offsite assessments at places of business) has been contemplated by the implementation team and RWIB, but at this point there are no plans to provide assessments at business locations. The implementation team will continue to evaluate the extent of need for offsite assessments.

d. Emerging worker engagement: Although capacity exists in the service delivery system to serve emerging workers, the current system (and funding stream supporting the baseline NCRC implementation) does not efficiently target emerging workers. Therefore, this CWRC proposal addresses the need to increase outreach to emerging workers and provide enhanced, targeted assessment opportunities. Strategic partnerships will be developed with K-12 schools and Central Oregon Community College.

K-12 Schools: School districts are not in a position to provide NCRC assessments to all students due to the large time commitment needed for NCRC testing and the fact that students are already assessed and tested extensively. However, there is an opportunity to assess a limited cohort of students through targeted school programs:

1. Career Centers. Several high schools, including Bend, Mt. View, Summit, Redmond, and Crook County, have career centers on site. These are resources for students, structured for drop-ins or independent uses. NCRC could be made available onsite for students who choose to participate as a means to assess work readiness. The Career Center staff could be trained as proctors; the CWRC budget would pay for proctor training and time.
2. Crook County Manufacturing project. Crook County High School was the only Central Oregon high school that was awarded CTE revitalization grant funds. This project will focus on manufacturing. The NCRC was written into the grant application as an assessment tool, so the school district would likely support.
3. Assessing alternative school students, such as Redmond Proficiency Academy, COIC alternative high school program, Heart of Oregon Corps.

Central Oregon Community College: Discussions with COCC have been initiated in an effort to determine how best to increase availability of the NCRC for college students. Two initial opportunities have emerged:

1. NCRC test sites in Madras, Prineville and Redmond are already located on COCC campuses. This provides a convenient opportunity for COCC students to access the NCRC. To increase student numbers, the NCRC Implementation Team will work with COCC to increase outreach and marketing to students. In Bend, the Region 10 team will explore providing NCRC assessments at the COCC Bend Campus test center.
2. COCC Case Grant programs may be an appropriate student cohort to target. These students will have access to Career Coaching. Automotive and manufacturing programs are included within the Case Grant. Approximately 50 students over two years will participate. The Implementation Team will discuss opportunities to market the NCRC to Case Grant participants.

e. Integration of Soft Skills/NCRC Plus: The Region 10 Implementation Team will need to overcome the scheduling and efficiency challenges noted in #b above. The NCRC Plus will be offered initially on a limited basis, in instances when the computer labs have 5-hour blocks of time available. Another option may be to consider Lane Workforce Partnership's strategy to offer the NCRC Plus only a couple times a month, separate from regularly testing. Not everyone will want the NCRC Plus assessment, and not everyone is required to take it, so it can be offering less frequently, at least initially. If demand turns out to be high, then testing can be scheduled more frequently. The goal, however, will be to offer NCRC Plus to all test-takers at all locations; the expectation is that the Lean analysis will allow NCRC Plus assessments to be integrated within the constraints of the current WorkSource/COCC lab schedules.

Once the Lean analysis is complete and NCRC Plus capacity is fully deployed, the project manager will notify NCRC certificate holders that they have the option of returning to take the soft skills assessment and achieve their NCRC Plus. This invitation will include information on businesses who prefer the NCRC Plus as an incentive to achieve the NCRC Plus. Those that hold an NCRC will only need to take the soft skills component to achieve the NCRC Plus.

6. How will you leverage assessment and remediation/training opportunities in your community?

Remediation is currently provided at the WorkSource centers through use of independent on-line training modules. Typically, NCRC test candidates start the process by taking the ISR to determine their skill level. If their reading, math and locating information skills are adequate, they advance directly to the NCRC assessment. If they are determined to be deficient in one or more areas, they are referred to these on-line training opportunities.

In an effort to further expand opportunities to skill up workers, the project manager will be tasked with developing improved partnerships with training providers - including the Central Oregon Community College Adult Basic Education program and the Redmond Labor Union Training Center - as a means to provide remediation opportunities beyond the individual on-line methods. If demand dictates, additional on-site training will be made available at the WorkSource Center.

7. How will you engage businesses to achieve your business engagement goals on the CWRC Table?

Business engagement is already under way in Central Oregon, with 109 businesses formally preferring the NCRC (data through 9/30/12). Business outreach is conducted primarily by Oregon Employment Department staff, although Economic Development for Central Oregon also markets the NCRC tool to businesses.

Through the CWRC program, business outreach will be expanded. The project manager will create a formal business outreach plan which will analyze the regional business community and target new business outreach opportunities. Specific business outreach tasks will include presentations to the Central Oregon Employers Council, the Human Resource Association of Central Oregon, and chambers of commerce in Bend, Madras, Prineville, Redmond and Sisters. Business outreach efforts will rely primarily on the project manager, OED staff, and Economic Development for Central Oregon staff.

An additional component of the business outreach strategy will be marketing the NCRC plus. While the NCRC Plus will be marketed to all businesses, we do have an understanding of which businesses historically have expressed interest in soft skills assessments. These businesses will be approached early in the CWRC implementation process. The outreach team will rely heavily on the use of the ACT marketing materials during this outreach effort.

8. How will you meet the criteria for implementing a soft skills assessment (note: the state will identify a soft skills assessment and provide training and assessment costs):

- **25% of the Emerging workforce target number will receive a soft skills assessment**
- **25% of the Transitional workforce target number will receive a soft skills assessment**
- **25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment**

As noted above, the NCRC Plus will be built into the existing NCRC assessment framework, with the goal of providing NCRC Plus opportunities to all test takers by June, 2014. The project manager will ensure WorkSource staff is trained to market the NCRC Plus to WorkSource customers as a means to create demand. Additionally, letters will be sent to past NCRC recipients inviting them to return to take the soft skills assessment/NCRC Plus certification.

Business outreach will be conducted, as per #6. The business outreach strategy will include provisions for revisiting businesses that have already committed to preferring the NCRC. The NCRC Plus will be marketed to these preferring businesses, and NCRC Plus preferences will be solicited.

An important component of business outreach (and partnership development more broadly) is the ability to discuss and demonstrate the value of the NCRC and CWRC approach. Businesses and partners often want to understand the outcomes of the NCRC, and specifically the value to the business who prefers/requires NCRC as well as to the individual job seeker's employment outcomes. To date, data has not been readily available to show the NCRC/CWRC outcomes. Through the CWRC program, the Region 10 Implementation Team will work with OED Research Unit, Oregon CWRC team and ACT to locate existing data and/or determine methodology to measure outcomes (NCRC and CWRC), and prepare an outcome report.

9. Please identify how the implementation of a CWRC in your Region will support or integrate with one or both of the other Local Area strategies in this plan.

The Region 10 Implementation Team will focus on Region 10 targeted sectors in the use of job profiles and NCRC workforce data, with an emphasis of aligning with TOCOWA's "Advanced Manufacturing" target sector. Economic Development for Central Oregon has identified several target sectors within the Central Oregon region:

- Renewable Energy/Energy Efficiency
- Aviation/Aerospace
- Recreational Equipment
- Software/Information Technology
- Biosciences/Medical Device
- Data Centers
- Wood Products
- Higher Education/Training

The Region 10 CWRC program will focus on assessing the usefulness and benefit of the full NCRC suite of products and analytic tools as a means to improve recruitment and retention in the advanced manufacturing sector. Specifically, the region will support conducting 5-8 profiles of occupations within the above-mentioned regionally targeted sectors. Profiled occupations will be primarily entry level and represent a significant number of sector-based employment opportunities. A sampling of businesses within the Central Oregon region targeted for profiling includes: Advanced Energy, ISCO, MEDISS, PCC Structural, Outback Manufacturing, and Commercial Powder Coatings.

The goals of the profiling process include:

- Providing very specific information to the participating businesses on skills and aptitudes needed within targeted occupations, and information on how the NCRC can ID qualified applicants and provide information on incumbent training needs.
- Conducting a detailed 'gap analysis' of these occupations to determine needed regional training or business support activities.

The gap analysis process will be led by COIC, with support from the Implementation Team and project manager. The analysis will rely on the profiles conducted through this process, previous/existing Central Oregon profiles, as well as the use of ACT's job profile database. The methodology will be based upon replication of the ACT "A Better Measure of Skills Gaps" study which examined profile data to determine needed skills and compared to NCRC certificate data to understand to what degree the pool of workers aligns with the skill needs for targeted occupations. This Central Oregon analysis may result in a better understanding of workforce skills and training needs within our region.

The CRWC initiative is an integrated part of the Systems Innovation efforts. The CWRC and NCRC programs are all about Career and Work Readiness. The NCRC provides a platform to demonstrate work readiness among workers and the community as a whole. By entering the NCRC process, emerging, transitioning and current workers will have access to training and skill building support, which will improve work readiness.

TOC/OWA will leverage the lessons learned from the early implementation of Region 10 CWRC program to influence and improve CWRC roll-out in the other Regions. TOC staff will facilitate training, knowledge sharing and discussions through conference calls, web conferences and/or face-to-face meetings, as smart practices are identified, as well as sharing information through email and written documents. TOC staff expect many useful lessons to emerge as R10 expands the CWRC program to more fully engage Jefferson and Crook counties. These lessons and practices likely will be particularly applicable to the other rural counties in TOC/OWA. TOC staff also expect effective program elements and practices from other Local Area will be shared with TOC/OWA staff through Local Area meetings and through CCWD, as Local Areas pursue Work Ready Community certification. TOC staff will share this information with regional staff through regular meetings, such as those that occur between the Regional WIA IB Directors.

CWRC Phase II – July 2013

Regions 1, 6, 7 and 9

1. County/Counties within proposed CWRCs:

- Region 1: Clatsop, Columbia and Tillamook Counties
- Region 6: Douglas County
- Region 7: Coos and Curry Counties
- Region 9: Gilliam, Hood River, Sherman, Wasco and Wheeler Counties

2. Work Ready Community Lead:

Region 1

Name: Amy Reiersgaard

Organization: MTC Works

Title: Manager, Youth Programs

Address: 2101 5th Street, Tillamook, OR 97141

Office Phone: (503) 842-3244 ext. 324
 Email: amy.reiersgaard@mtctrains.com

Region 6

Name: Susan Buell
 Organization: Umpqua Training & Employment, Inc.
 Title: President
 Address: 760 NW Hill Ave. Roseburg, Oregon 97471
 Office Phone: (541) 677-1602
 Email: Susan@ute1stop.org

Region 7

Name: Susie Yeiter
 Organization: South Coast Business Employment Corporation
 Title: Manager
 Address: 93781 Newport Lane/P. O. Box 1118, Coos Bay, OR 97420
 Office Phone: (541) 269-2013
 Email: syeiter@scbec.org

Region 9

Name: Martin Miller
 Organization: Mid-Columbia Council of Governments
 Title: Workforce Director
 Address: 205 Wasco Loop, Suite 101 Hood River, OR 97031
 Office Phone: (541) 386-6300
 Email: martin.miller@mccog.com

3. If you began planning/working on implementing work ready community prior to July 1, 2012, please describe your activities.

Regions did not plan or work on implementing work ready communities prior to July 1, 2012.

4. Implementation Teams:

Region 1

Team member	Organization	Role
Melissa Busby	MTC Works	Testing
Joyce Aho	Oregon Employment Dept	Employer Outreach
Amy Reiersgaard	MTC Works	Coordinator
Julie Gassner	Tongue Point	Partner/Referrals
Connie Green	Tillamook Bay Comm College	Community Outreach

Region 6

Team member	Organization	Role
Susan Buell	Umpqua Training & Employment, Inc.	Assessment, Employer Outreach
Debbie Fitchett	WS Douglas/OED	Employer outreach, Placement
Alex Cambell	The Partnership	Economic Development
Lisa Lewis	DHS	Partner Referrals
TBA	Private Sector	TBA

Pete Bober - UCC Ali Mageehon -UCC Pat Placido	Education – UCC , Education Service District/ Job Corps	Small Business Development Director of UCC Adult Education. Apprenticeships - youth
Rene Toman	Tribe	Umpqua Business Center Representative
TBA	Private Sector	TBA
TBA	Private Sector	TBA

Region 7

Team member	Organization	Role
Kathie Creasey	OED (WorkSource Oregon) Coos and Curry	Partner/ Referrals
Debbie Sargent	OED (WorkSource Oregon) Coos and Curry	Partner/ Referrals
Karen Helland	Southwestern Oregon Community College/Coos	Associate Dean of Extended Learning, Transitional Education and Workforce. Partner/referrals
Alane Jennings	Southwestern Oregon Community College/Coos	CASE grant Coordinator. Partner and Referrals
Janet Purdy	Southwestern Oregon Community College/Curry	Curry Associate Dean. Partner and Referrals
Debbie Swafford	Department of Human Services/Self-Sufficiency Programs.	Regional Manager of TANF programs. Partner/Referrals
Dianna Roedinger	South Coast Business Employment Corporation/Curry Coordinator	Staff. Proctor for NCRC testing.
Cynthia Hovind	Alternative Youth Activities	Partner/referrals
Arlene Soto	Business Development Center	Partner/referrals
Varies - TBD	K-12 School Districts	Partner
Chris Clafin	Economic Development	Partner
Varied Chamber Directors	Chambers of Commerce Coos/Curry	Partner
Sandy Messerle	South Coast Development Council	Partner
Port Officials	Ports in Coos/Curry County including the International Port of Coos Bay	Partner
Brian Baird	Juvenile Justice System	Partner
Roy Wright	Corrections/Parole and Probations	Partner

Region 9

Team member	Organization	Role
Traci Johnson	Mid-Columbia Council of Governments	Lead Proctor / Recruitment
Mike Scroggs	Mid-Columbia Council of Governments	Recruitment
Anita Iken	Oregon Employment Department	Proctor / LOC Business Outreach Lead
Suzanne Burd	Columbia Gorge Community College	Community Outreach
Holli Francis	Mid-Columbia Council of Governments	Proctor
Robin Cope	Independent Contractor	Single Point of Contact
Martin Miller	Mid-Columbia Council of Governments	Grant Recipient / Fiscal Agent

5. How will you achieve the criteria for NCRC attainment by category as indicated in the CWRC Table? Describe the delivery system for NCRC attainment in the counties that will become certified, how far you are from your goal, and you plan to ramp up to meet the criteria. Please describe how you will leverage the foundation of WorkSource Oregon to implement your CWRC.

We will engage in aggressive outreach in order to reach county testing and LOC goals. We will continue to use the WOMIS and i-Match Skills Data systems as recruitment tools to identify potential test takers. Additional potential test takers will be identified and recruited through community outreach, including media outlets, presentations and through the One-Stop partners to their customers. We will be working with key employers and stakeholders to build awareness. An effective recruitment tool for LOCs has been working with OED to sign up employers who are listing job orders with OED, and ask them to prefer the NCRC.

In addition, we plan to continue to partner with OED to promote and encourage participants to take the Initial Skills Review (ISR) which is a good indicator for NCRC success. As appropriate participants are identified, we will schedule them to take the NCRC test. Those that do not test well on the ISR will be redirected to basic skills remediation services. Regardless, all participants are encouraged to use the WIN courseware to increase their skill levels prior to NCRC testing.

Current NCRC earners may be interested in adding the soft skills assessment to their certification. We will begin pursuing these opportunities with the workforce and with employees when the upgrades become available.

The numbers of proctors will likely need to be increased to achieve goals in all counties. In additions, on-line testing dates and times will be scheduled to allow flexibility for certification, which may occur in as little as two days or be spread over 4 days. Pencil and paper tests will be used for ADA compliance as necessary.

6. How will you leverage assessment and remediation/training opportunities in your community?

We will continue to promote the WIN (ISR assessment tool) and the WIN Career Readiness courseware through one-on-one conversations with participants and through outreach by our WorkSource partners. There are also PDF versions of the WIN Career Readiness Courseware so that physical packets can be

provided to participants for whom this would be more appropriate. In addition, clients who have low ISR scores will be referred to our Community Colleges and other community partners or in-house classes for basic skills remediation and training.

7. How will you engage businesses to achieve your business engagement goals on the CWRC Table?

We will continue to market to businesses, contacted in person or via telephone, explaining the benefits of preferring the NCRC when hiring – knowing that workers have the foundational skills needed to succeed in today’s economic times. We will continue to bring information to our Economic Development meetings in the Regions and encourage them as they work with new businesses to promote the benefits of the NCRC. Other partners may include OED, Small Business Development Councils, employers, Chambers of Commerce, local Employer Council members, Rotary Club members, Local school districts and community colleges. Any meeting of partners, such as the meeting of the Business Response Team in Region 7 or the Partnership Board and Marketing Sub-Committee in Region 6, provides excellent venues for members to discuss CWRC pro-actively. We expect businesses to be very interested in the soft skills assessment, and to be very engaged in CWRC discussions as a result.

8. How will you meet the criteria for implementing a soft skills assessment (note: the state will identify a soft skills assessment and provide training and assessment costs):

- **25% of the Emerging workforce target number will receive a soft skills assessment**
- **25% of the Transitional workforce target number will receive a soft skills assessment**
- **25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment**

Pending funding availability, we will work with our WorkSource partners to aggressively market the NCRC to both youth clients and adults who possess little or no work history. Once the soft skills assessment comes online, all new NCRC takers will be offered and encouraged to take the soft skills assessment. In addition, we will contact previous NCRC earners and offer the opportunity to add the soft skills assessment to their credential. Then benefits of the soft skills assessment will be aggressively promoted to businesses recruited to sign letters of commitment.

9. Please identify how the implementation of a CWRC in your Regions will support or integrate with one or both of the other Local Area strategies in this plan.

As we work with businesses in the targeted industries of Advanced Manufacturing and Trade, Transportation and Utilities, we will also promote the benefits of Work Ready communities and encourage them to be partners in this process.

CWRC Phase III – July 2014
Regions 11, 12, 13 and 14

1. County/Counties within proposed CWRCs:

- Region 11: Klamath and Lake Counties
- Region 12: Morrow and Umatilla Counties
- Region 13: Baker, Union and Wallowa Counties
- Region 14: Grant, Harney and Malheur Counties

2. Work Ready Community Lead:

Region 11
Name: Betty Riley

Organization: South Central Oregon Economic Development District
Title: Executive Director
Address: 317 South 7th, Second Floor; PO Box 1529, Klamath Falls, OR 97601
Office Phone: (541) 884-5593
Email: betty@scoedd.org

Region 12
Name: Deborah Hayward
Organization: Community Action Program of East Central Oregon
Title: Director
Address: 721 SE 3rd, Suite D, Pendleton, OR 97801
Office Phone: (541)278-5667
Email: dhayward@capeco-works.org

Region 13
Name: Teri Simonis
Organization: Training & Employment Consortium
Title: Executive Director
Address: 1901 Adams, Suite 3, La Grande, OR 97850
Office Phone: (541) 963-7942 ext. 14
Email: simot@tecteam.org

Region 14
Name: Lisa Norton
Organization: Training & Employment Consortium
Title: Workforce Development Supervisor
Address: 275 SW 2nd Avenue, Ontario, Or 97914
Office Phone: (541) 889-7864
Email: nortl@tecteam.org

3. If you began planning/working on implementing work ready community prior to July 1, 2012, please describe your activities.

Regions did not plan or work on implementing work ready communities prior to July 1, 2012.

4. Implementation Teams:

Region 11

Team member	Organization	Role
Trey Senn	Klamath County Economic Development Association	Business Outreach
Charles Massie	Klamath County Chamber of Commerce	Business Outreach
Larry Holzang	Business Oregon	Business Outreach
Gary Weldon	Positive Mgmt. Association – KCEDA Board	Strategy Development
Dan Shoun	Lake County Commissioner	Advocacy
Roberto Gutierrez	Klamath Community College President	Workforce Development

Region 12

Team member	Organization	Role
Art Hill	BMCC	Community Colleges
Joe Eddy	WorkSource Oregon (OED)	Employment Department
Melisa Drugge		Economic Development
Susan Hughes	Oregon-Vocational Rehab	Vocational Rehabilitation
Karen Kendall	GEODC	Economic Development
Debbie Pedro	Hermiston Chamber of Commerce	Executive Director
Gail Nelson	Pendleton Chamber of Commerce	Executive Director
Diane Wolfe	Boardman Chamber of Commerce	Executive Director
Sherryl Bates	Heppner Chamber of Commerce	Executive Director
Cheryl York	Milton-Freewater Chamber of Commerce	Executive Director
Mark Mulvihill	Intermountain ESD	Superintendent
John Peterson	Pendleton School District	Superintendent
Kim Puzey	Port of Umatilla	Executive Director
Gary Neal	Port of Morrow	Executive Director
??	Confederated Tribes of the Umatilla Indian Reservation	??
Karen Hutchinson-Talaski,	Umatilla Chamber of Commerce	Executive Director
Deborah Hayward	CAPECO	Executive Director
Ivonne Lopez	DHS/Self Sufficiency	Program Manager

Region 13

Team member	Organization	Role
Debbie Gargalis	OED	Business Outreach/Participant Referral
Teri Simonis	TEC	Community Lead
Dan Koopman	BMCC	Participant Referral SBDA business referral
Chamber of Commerce in all regional locations	Chamber	Market NCRC to business
R13 WIB Members	Workforce Board	Market to Business
Economic Development	ECODEVO representatives in Region	Market to Business
Susan Hughes	OVRs	Market to jobseekers and business
School Districts / Alternative Schools	School districts in region (K-12)	Youth referrals
Rhonda Culley	DHS – Self Sufficiency	Job seeker referral

Region 14

Team member	Organization	Role
Lisa Norton	TEC	Administer test, recruit for participants and businesses
Ed Susman	OED	Participant and Business recruitment
Janet Standeford	Experience Works	Participant recruitment
Jim Jensen	Malheur Economic Dev	Business recruitment
John Breidenbach	Chamber	Business recruitment

5. How will you achieve the criteria for NCRC attainment by category as indicated in the CWRC Table? Describe the delivery system for NCRC attainment in the counties that will become certified, how far you are from your goal, and you plan to ramp up to meet the criteria. Please describe how you will leverage the foundation of WorkSource Oregon to implement your CWRC.

The biggest concern for Phase III implementers is secure funding to proctor and administer the NCRC tests. There is the related concern about sufficient funding to cover transportation costs for promoting and proctoring in outlying communities and schools.

Regions will work closely with partners such as OED, OVRs, DHS Self Sufficiency programs, local schools and alternative education programs to promote the NCRC for job seekers. WIA Title IB will be required to take the NCRC as part of the scholarship process to request training funds. Participants may also be required to take the NCRC before receiving intensive services.

The NCRC may be promoted to high school seniors and to community college students to meet the emerging worker goal. The OED Business Representative may have contacts for incumbent workers who may benefit from the NCRC.

As resources allow and demand grows, it may be possible to offer more NCRC testing at more locations.

6. How will you leverage assessment and remediation/training opportunities in your community?

We will continue to promote the WIN (ISR assessment tool) and the WIN Career Readiness courseware. In addition, clients who have low ISR scores will be referred to our Community Colleges and other community partners or in-house classes for basic skills remediation and training.

Additional partner engagement will be sought in order to leverage the remediation and training opportunities for participants.

7. How will you engage businesses to achieve your business engagement goals on the CWRC Table?

We will bring information to Chambers of Commerce meetings, targeting Chamber partners to market and promote the NCRC. In addition, in Regions with a strong RWIB, the engaged members will also promote CWRC in the community. In general, WorkSource partners will work with other organizations, such as economic development and schools, to promote CWRC and the NCRC to businesses.

8. How will you meet the criteria for implementing a soft skills assessment (note: the state will identify a soft skills assessment and provide training and assessment costs):

- 25% of the Emerging workforce target number will receive a soft skills assessment
- 25% of the Transitional workforce target number will receive a soft skills assessment

- **25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment**

We plan to implement the soft skill assessment into the regular NCRC assessment schedule. Business and partners have indicated a belief that this assessment may be more valuable than the other three testing subjects. Previous NCRC earners will be able to return to take the soft skills assessment.

9. Please identify how the implementation of a CWRC in your Regions will support or integrate with one or both of the other Local Area strategies in this plan.

CWRC will be incorporated into the continuum of services to strengthen the goals of Career/Work Readiness and Preparation. Job seekers will be provided the opportunity to earn the NCRC which will enhance their ability to secure employment with local businesses that prefer the NCRC.

System Innovation

While each of the strategies above requires system innovation, this strategy focuses on specific processes and services that Local Areas can identify to increase coordination and alignment. System innovation is defined as continuous improvement to increase alignment, integration, and effectiveness without significant additional resources.

Please answer the following questions to describe how local partners will work together to create more highly integrated services leading to system outcomes and increased joint accountability. Use the attached outcomes table to set targets and show how each partner will contribute to strategic plan outcome targets. Long term trend data has been provided on as many measures as possible to assist with this planning effort.

1. Greater program alignment and integration

- a. **The local “menu of options”.** The table below lists system elements that are performed by most of the programs in the workforce system. For example, most workforce programs do some level of assessment with job seeking customers and those interested in improving their skills. Most programs in the system perform some sort of job placement or job development function, etc.

Please select one to three system elements from the “menu of options” below that the partners in your region will work on collectively to increase alignment and integration in order to meet your outcome targets and support your targeted sectors and work ready community strategies. For example, a region that targets the health care sector may determine they could achieve better placements and retention by focusing on client assessment to make sure those who participate in training have the skills and aptitudes needed to succeed. The region would then work across programs to administer assessments, share relevant assessment information and use this new approach to better match program completers to employers. Another region, focusing on clean technologies such as renewable energy, might determine that improved technology utilization could improve their case management and skill development capabilities. Partners would work together to determine how to best implement these technologies.

Introduction: For the purpose of continuous improvement to increase alignment, integration, and effectiveness without significant additional resources, OWA has chosen to concentrate on the following system elements partners in the region will work on collectively:

- Career/Work Readiness and Preparation
- Skill Development

Participant Skill Development has long been at the heart of OWA’s efforts and focus. TOC/OWA has resolved that 50% of WIA IB formula funds received will go to Skill Development. The purpose of Skill Development, though, is to improve opportunities for, or prepare, participants for strong careers with wages that lead to self-sufficiency. Thus, Career/Work Readiness and Preparation and Skill Development are closely related and tied together. Career/Work Readiness activities assist job seekers with identifying and preparing for career paths that will lead to success; Skill Development activities close the participant’s skills-gap, providing the skills to be successful in the identified Career Path.

Both system elements are also essential to the other two Strategies in this plan: Career/Work Readiness is documented by the NCRC, and CWRC show the Work Readiness levels for entire communities. Job seekers who are work-ready and have the necessary skills for careers in Advanced Manufacturing or

Trade, Transportation and Utilities will be the basis for supporting these Sectors. Remediation and Training activities for participants provide the linkage between the three overarching Strategies.

Preparation	Skills, National Career Readiness Certificate (NCRC)
Skill Development	•Examples: Online remediation, short-term courses, on-the-job training
Career Pathways and Career Technical/Professional Education	•Examples: Career pathways, dual enrollment, apprenticeship, enhanced STEM skills.
Work-Based/Experiential Learning	•Examples: job shadowing/mentoring, internships, sheltered work.
Entrepreneurship	•Examples: Small Business Development Centers, entrepreneurial training, business leadership education, mentorship
Case Management	•Examples: Seamless service delivery, information sharing
Technology Utilization	•Examples: data-driven decision making, client to product direct interface, self-instructional tools and curricula
Job Placement	•Examples: coordinated job development and placement.

Program Alignment and Coordination: All partners, public and private, have expressed their concern over ensuring workers and job seekers in TOC/OWA are work ready. As a result, partners have embraced the concept of focusing energy on Career/Work Readiness and Preparation and Skills Development activities. Partners are engaged in the concept of testing for and developing soft skills, where possible, to increase job-seeker work readiness. WorkSource partners will continue to work together to determine which candidates are appropriate for and can benefit from services. Partners are currently meeting to discuss how best to coordinate activities, classes and workshops to maximize soft skills, and other work-ready skill, development. Partner engagement and efforts toward collaboration will lead to enhanced integrated service delivery, mutual accountability and more directly support Sector Strategies and CWRC.

Partners will also explore new ways to deliver services that will reduce costs: many online academies exist that are user friendly, self paced and effective at improving job seekers fundamental skill levels. The Kahn Academy and online Microsoft tutorials are examples of some of the innovative skills-building activities that job-seekers can use, and to which all WorkSource partners can direct the job-seeker for low-cost high-value training. Partners with different performance goals will coordinate and focus wisely – those with “skilling up” goals versus those with an emphasis on job placement and

retention will recognize and respect the goals of the other partners and coordinate to serve the client in the best way possible, at the lowest cost.

- b. **System Inventory and opportunities for increased co-location.** Innovation in service delivery also includes greater co-location of programs and services for a more comprehensive approach to serving the needs of WorkSource Oregon (WSO) customers. This includes greater physical co-location as well as new/enhanced use of technology to expand access and increase the efficiency of service delivery.

Introduction: The Oregon Workforce Alliance (OWA) encourages WorkSource partner co-location in the 24 county Oregon Consortium Workforce Investment Area (TOC LWIA) where it makes sense - that is, when it results in:

1. more people receiving services
2. more services offered
and/or
3. lower costs for service provision.

WorkSource partners in each region are expected to continue to examine if physical co-location makes sense and how it might occur if so. However, OWA does not require physical co-location in regions where it will not lead to better services, financial efficiency or other evident benefits.

To be clear, OWA continues to support co-location strongly, but does not believe co-location is only place-based; co-location can occur virtually via technology. The world is changing and a wide variety of service can now be delivered virtually. This is particularly significant in rural areas where wide distances might separate physical service provision locations. Rural communities already embrace virtual technology to remain competitive.

The June 5, 2012 John J. Heldrich Center for Workforce Development Research Report “The State of the U.S. Workforce System: A time for Incremental Realignment or Serious Reform?” (http://www.heldrich.rutgers.edu/sites/default/files/content/State_of_US_Workforce_System_Report.pdf) supports OWA’s position: “Recent innovations in communications and information technology can today make place-based services seem less efficient and old fashioned, and virtual, online, and ‘self’ services more cost-effective and contemporary... [and] can provide the current workforce system with opportunities to vastly change and improve services and its delivery system to a wider array of job seekers and businesses, not tied to geographic locations.” (page 8)

Background: Virtual and online service and program delivery options are growing rapidly. The initial registration for services may be completed by any job seeker with access to a computer with an internet connection. The entire registration can be completed online at www.workinginoregon.org. We encourage customers to complete the process at home if they are comfortable with technology, but we also encourage them to call if they have trouble. In addition to registration, job seekers can also access labor market information to explore job growth, wage rates, and training information, file for unemployment insurance, locate the nearest Worksource Center, and access the Menu of Resources and Services (MRS) which provides links to job search sites, job search and training resources, online basic skill and computer training courses, and career assessment tools. The MRS also includes links to access information on Veteran services, apprenticeships, and training and education services.

In addition, a significant amount of basic skills training can occur over the internet. Many Regional Service Providers take advantage of free online offerings such as The Kahn Academy. Skills training is

also occurring remotely; many community colleges have online classes available. The Green Tech Certificate is a model of how advanced training can occur online.

Access to a computer with an internet connection is often still challenging in rural Oregon. Physically, computers are available through public libraries, workforce sites and schools. However, the availability of Internet access has increased with DSL showing up in small communities, smart phones with hot spot that allows the user to attach a number of peripheral devices, and even hot spot phones that are available from cell companies that enable rural citizens to access the Internet. Antenna and satellite dish-based internet is also utilized widely. Additionally you will find WIA 1B providers who routinely travel to rural communities to “set up shop” for the day to see customers – we will be in some areas where our other One Stop partners do not visit, so we may deliver some in person service delivery, if only for a day. Access to computers and online services has not been formally evaluated by the Workforce System. Anecdotally, we see increased access to and comfort with online and virtual activity.

Although we have no formal system in place to evaluate the effectiveness of these services to rural customers, at this time, other than through direct feedback when they come into a center or call to speak with a staff person. Just in the very rural counties of Klamath and Lake, we see that in the first six months of 2012 there were 15,107 logins from job seekers onto WorkSource virtual services. Of that number 6,791 logins were accessed at one of the two physical locations in Region 11. The other 8,316 logins were recorded on the internet either at home, work, or through some other public access point where job seekers could access the internet.

Educating our more rural customers about the online services available to them when we meet, through direct mail from the Employment Department and by educating our partners about the services so that they can also promote them to their clients as they interact with them has proven to be successful. Nevertheless, additional resources dedicated to promoting availability of online and virtual One-Stop access and services at the State level, is probably the most direct and cheapest way to serve remote rural customers, as well as being useful for urban/metro customers. Regional Service Providers have been actively seeking funding to better connect rural customers with services online. Mid-Columbia Council of Governments has developed a [proposal](#) to address this very issue.

TOC/OWA

- 1. Please review and confirm the list of (WSO) Centers and program delivery sites. A WSO Center must be certified by the Local Workforce Investment Board (LWIB) as meeting the criteria set forth in the Oregon Workforce Investment Board (OWIB) policy. Please describe how all components of the fully integrated WSO flow are being implemented in any certified WSO Center and the most recent date of certification for each center (see the integrated flow below). Please describe how Oregon Employment Department (OED) and Title 1B funded staff are delivering the full integrated flow together at each certified one-stop center. For those centers that are not fully integrated, please describe your plan and timeline to integrate these.**

Certified One-Stop Centers, as well as Certification Dates, are listed by Region in the Regional Breakout below. There is no single One-Stop Center that serves the entire 24 county Local Area. Each of the 9 Workforce Regions has at least one One-Stop Center.

All One-Stop sites have public labs that are open every weekday for access by the entire public, although geared specifically to job seekers and job changers. Self-directed registration with WorkSource Oregon (Oregon Employment Department and Department of Community College and

Workforce Development) using iMatchSkills and WorkSource Oregon Management Information System (WOMIS) occurs at each One-Stop Center at the available computers. Staff help with registration as requested. Enrolling in the WSO system, registering in iMatch Skills and receiving the Pivot Point conversation are the first steps towards receiving services beyond the self-service services available to all. Enrolling in the WSO system, and self-attesting that the information is true and accurate, automatically enrolls participants into Wagner-Peyser and makes participants eligible for WIA IB self-assisted core services. Either OED or WIA IB staff can check “Debrief Complete” within the WSO system to make participants eligible for WIA IB staff-assisted core services, once they have the Pivot Point conversation and have examined the participant’s acceptable documentation for Date of Birth and entered the document and unique identity number into the WOMIS system. Participants can get all self-service core services at each Center and can get information about all service and receive a value added referral to the appropriate One-Stop partner, the Statewide Menu of Resources and Services or other community partners depending on individual needs. Staff know each Center is an access point for the Local system.

It is important to note that Regions in the State, and as a result the One-Stop Centers, differs significantly from each other in: population base; office size, age, scale, cost and space availability; capacity; volume of visitors; and, regional needs that must be met. Some Regions have a relatively dense population center, allowing easy access to services for most Regional residents; others have a much dispersed population, where many residents would have significant travel to get to the nearest Center. Each One-Stop Center is unique. Nevertheless, TOC/OWA is committed to assuring that consistent and exceptional service is offered at every One Stop Center and Affiliate Office. TOC/OWA is the Local One-Stop Operator to assure consistent service offering across the Local Area.

Full integration is assured at every one-stop as a result of the Certification process. The One-Stop Certification [Procedural Handbook](#) is based on the integrated services model prescribed in [CCWD OED Joint Policy 02-10](#), a foundational document guided by the three integration partners: the Oregon Employment Department, the Department of Community Colleges and Workforce Development, and the Local Workforce Investment Boards.

2. If your LWIB approves additional, auxiliary or satellite WSO sites, please identify these on the chart and provide your criteria for approving them.

Affiliate Offices are listed by Region in the Regional Breakout after the answer for question number 6. The criteria for approving Affiliate Offices are in the One-Stop Certification Procedural Handbook.

3. Please identify any opportunities in your community for potentially increasing co-location (leases expiring, staff needing new locations, etc.)

Please note the statement regarding co-location from OWA in the introduction of this section. Opportunities for potentially increasing co-location where it makes sense are listed by Region in the Regional Breakout below. Challenges for increasing co-location are also noted. In general, state agency co-location decisions seem to be made at the state level (Administrative Services Department) as opposed to the local level; and often made based upon business and/or political reasons rather than on the strategic advantages of co-location. Although physical co-location is discussed for each region in the Regional Breakout below, this does not imply any emphasis on requiring physical co-location over physical co-location only occurring where it makes sense from a financial and service delivery perspective. The Regional Breakout includes discussions of physical co-location for thoroughness of TOC/OWAs response to the State questions in the Strategic Plan.

4. Please identify your region's recommendations for integrating additional partners into the WSO customer flow.

Recommendations for integrating additional partners are listed by Region in the Regional Breakout below.

5. Please identify your timeline for center certification based on the OWIB policy during the lifetime of this plan.

The One Stop Certification/Re-Certification is slated to begin January 2013, with TOC/OWA ratification occurring at the February or April TOC/OWA Board meetings, as schedule permits. It is expected that Center Certification and Affiliate Office Charters will have Re-Certification Visits again in January 2015.

6. Please describe how WSO centers and other program sites will support sector strategies and work ready communities.

The bulk of the effort around sector strategies and work ready communities is occurring out in the field – in the WSO One-Stop Centers and Affiliate Offices. In most cases, the One-Stop Center or Affiliate Office is the testing location for NCRC. Partners have committed to the strategies outlined in this plan – partnerships are evident and documented in Phase I CWRC work and in the Sector Strategy Work around the Transportation sector. Formal and informal partnerships exist surrounding NCRCs and CWRC across the Local Area, as well as around Regional programs and strategies that will support our Sector work.

Region 1

- i) Certified One-Stops: – WorkSource Astoria; July 2007.
- ii) Affiliated Offices: WorkSource St. Helens and WorkSource Tillamook.
- iii) Opportunities for potentially increasing co-location: All Region 1 offices are co-located with OED. Astoria and St. Helens are co-located with DHS as well, although Tillamook is not.
- iv) Integration of additional partners: At present we do not anticipate integrating additional partners.

Region 6

- i) Certified One-Stops: WorkSource Douglas has 2 locations Oregon Employment Department and Umpqua Training & Employment; July 2007 plus modifications in 2009 and 2010.
- ii) Affiliated Offices: DHS and Umpqua Community College - JOBS
- iii) Opportunities for potentially increasing co-location: Co-location discussions have occurred in Region 6. WorkSource Douglas partners OED and Umpqua Training & Employment, Inc. went through a co-location review in PY 11 to determine cost feasibility for OED to move to UT&E's facility. At the completion of OED's 4 month review their analyst concluded it was not feasible for OED to co-locate because of two primary factors-
 - 1. The State owns the building, and
 - 2. The State could pay no more than .40 cents a square foot for space.Currently UT&E has a five year lease in place with an option to extend and re-negotiate. UT&E's Board will determine next steps should we need to exercise our option.
Other public partners have long term leases.
- iv) Integration of additional partners: Additional community partners will be invited, over the next year, to act as "points of entry" into the Work Source system. These partners will include: United Community Action Network, Oregon Solutions, Veterans Representative, Experience Works, Disability Services, Neighbor Works, Douglas County Mental Health, Douglas Education Service

Districts and the Cow Creek Band of Umpqua Indians. UT&E will provide appropriate training to their staff to enable them to assist their customers in registering into the system creating both an iMatchSkills and WOMIS record.

Information sharing agreements will allow organizations and service providers to track the progress of their client/customers. WOMIS records will need to include entry of referral information to provide an easier way of tracking referrals.

Region 7

- i) Certified One-Stops: The Hanscam Center in Harbor; July 2007. However, OED moved out of the Center in Fall 2011. As a result, Region 7 let the lease expire and are looking at relocating – possibly on the Southwestern Oregon Community College’s new campus north of Brookings in Curry County. Despite co-location difficulties, integrated services are offered: the partner organizations communicate electronically and by phone and meet at least once per month. The WIA IB and OED Managers talk at least weekly.
- ii) Affiliated Offices: WorkSource Oregon in North Bend and the SCBEC- Corporate Office in Coos Bay.
- iii) Opportunities for potentially increasing co-location: The new office space OED chose is smaller than what was at the Hanscam Center and there is no room for co-location; although they have offered a space, there is no room to offer workshops or classes. In addition, SCBEC owns their building in Coos Bay, and will not be moving to another location due to the cost of moving. WorkSource Oregon – North Bend has a current long-term lease. There is a dedicated space for an OED employee at the Coos Bay location. Overall, money, sunk costs and rental costs create a challenge for all partners.
- iv) Integration of additional partners: As part of the WSO system, SCBEC is linked electronically with the Department of Human Services; Southwestern Oregon Community College; and OED. SCBEC provides the OFSET/SNAP services in Coos County. Partners meet on an “as needed” basis. Economic Development, the International Port of Coos Bay, South Coast Economic Development Corporation, Bay Area Chamber of Commerce, WorkSource Oregon, South Coast Business Employment Corporation and our regions Economist meet monthly as part of the Business Response team to discuss employer needs, potential lay off’s, identify Businesses that may be in trouble, which is also a tool to promote layoff aversion, and other pertinent issues. Region 7 welcomes all potential partners and are not adverse to widening our scope of services and business connections to include (but not limited to) faith based and community based services.

Region 9

- iii) Certified One-Stops: The Gorge Career Center in Hood River; April 2008.
- iv) Affiliated Offices: Mid-Columbia Council of Governments Office and the Oregon Employment Office, both in The Dalles.
- v) Opportunities for potentially increasing co-location: The Gorge Career Center is fully integrated. As funding levels and staffing levels change, we will review opportunities to co-locate our affiliate sites.
- vi) Integration of additional partners: The fully Certified One-Stop in Hood River currently integrates WIA 1B, the Oregon Employment Department, the Department of Health and Human Services, the Mid-Columbia Housing Authority, Vocational-Rehabilitation, Child Care Partners, Job Corps and Six Rivers Mediation on a regular basis. WIA 1B also partners with Columbia Gorge Community College in NCR administration. Additional recommendations include bringing the Oregon Human Development Corporation on-site on a more regular basis.

Region 10

- i) Certified One-Stops: WorkSource Redmond; July 2007.
- ii) Affiliated Offices: WorkSource Bend, WorkSource Madras and WorkSource Prineville.
- iii) Opportunities for potentially increasing co-location: The only non-co-located site in Region 10 is La Pine; there are no plans for co-location as OED elects not to send staff to La Pine, and the WIA1B agency is only able to send an Employment Counselor down there one day/week.
- iv) Integration of additional partners: DHS, COCC and VR are co-located at WorkSource Redmond. Vocational Rehabilitation has recently made arrangements with the WIA1B partners to out-station a VR Case Manager one day/week in the Bend WS Office. There are no additional inherent opportunities for co-location in terms of space needs and/or expiring leases for other Offices.

Region 11

- i) Certified One-Stops: Worksource Klamath; July 2007. Worksource Klamath is a fully integrated One-Stop.
- ii) Affiliated Offices: The COIC Lakeview office.
- iii) Opportunities for potentially increasing co-location: There are limited opportunities for increasing co-location in Region 11. Wagner- Peyser, WIA 1B, Vocational Rehabilitation, and The Older Worker Title V programs are presently housed at Worksource Klamath and referrals to and from these agencies occur on a daily basis. The DHS self-sufficiency office is located one block from the One Stop and referrals are made back and forth between the agencies on a daily basis. Klamath Community College does not maintain a physical presence at the One-Stop, but as stated above they regularly participate in the One-Stop partners meetings and we have fostered excellent working relationships with several staff at KCC including the Dean of Technical and Community Education and their new CASE liaison. Region 11's RWIB has recently launched a new website that will also provide a virtual link to all One Stop Partners, increasing access to program information and services to our most rural citizens.
- iv) Integration of additional partners: Oregon Employment Department, Central Oregon Intergovernmental Council, Office of Vocational Rehabilitation Services and Experience Works all have staff that is housed in the center. The DHS JOBS program in Region 11 is administered by COIC and all JOBS services are provided at Worksource Klamath. The Klamath Tribes is also on-site one day each week to provide services to Native American job seekers. In addition, Klamath Community College, Oregon Human Development Corporation, and the Department of Human Resources self sufficiency unit participate in the One-Stop partners meeting every month and are an important referral source for our customers; at present we do not anticipate the need to integrate additional partners.

Region 12

- i) Certified One-Stops: WorkSource Pendleton; July 2007.
- ii) Affiliated Offices: WorkSource Hermiston and the Community Action Program of East Central Oregon (CAPECO) Office* in Pendleton (*not yet chartered as an Affiliate Office).
- iii) Opportunities for potentially increasing co-location: OED and CAPECO staff is co-located at WorkSource Hermiston, DHS staff is within the same building and Vocational Rehabilitation staff is across the parking lot. JOBS staff who represent DHS are present at WorkSource Pendleton. There are no plans to increase the level of co-location at this time. WIA IB funding shortages resulted in pulling back from co-location at WorkSource Pendleton: CAPECO Workforce had to pay for minimally staffed space at their main office and then also pay for space at WorkSource Pendleton. Because CAPECO's main office is in Pendleton, and CAPECO owns the building, it is not cost effective for CAPECO to co-locate staff to WorkSource Pendleton. There is minimal space for OED to move into the CAPECO office. We believe, however, that we have crossed almost all

of the hurdles to operating in a collaborative way with our OED partners without physical co-location in all areas. We communicate readily via email and telephone and readily refer customers in both directions. We believe that co-location, while it implies that staff is located in the same place, can just as easily be more of a virtual co-location and still deliver quality services to customers.

- iv) Integration of additional partners: at present we do not anticipate integrating additional partners.

Region 13

- i) Certified One-Stops: WorkSource Enterprise - Wallowa County; July 2007.
- ii) Affiliated Offices: WorkSource Baker City and WorkSource La Grande.
- iii) Opportunities for potentially increasing co-location: Currently, all Region 13 centers are co-located.
- iv) Integration of additional partners: Union and Wallowa County are in need of Adult Basic Education Services. Currently, there is no education partner that provides or has offered to provide ABE. It would be of benefit to job seekers if this service was available through WorkSource Oregon Centers.

Region 14

- i) Certified One-Stops: WorkSource Ontario; July 2007.
- ii) Affiliated Offices: WorkSource Burns and WorkSource Canyon City. In July of 2012, due to drastic reduction in funds for Title 1B TEC office in Harney County was relocated to office space that was available for no cost. In Grant County, TEC was unable to retain space near OED and relocated to space that is county owned.
- iii) Opportunities for potentially increasing co-location: Funding has created significant difficulty for physical and technological co-location. Region 14 currently shares a WIA IB FTE between Harney and Grant County. Title 1b funds have been reduced and TEC can no longer fund full time offices.
- iv) Integration of additional partners: There are no recommendations at this time.

2. **Governance: Compacts.** Once your local plan is approved, a compact will be formed that will identify all of the parties engaged in the delivery of your plan, their roles, responsibilities and outcome targets. The purpose of the compact is to achieve greater alignment of resources and activities within the service delivery system toward the Governor's vision. Your approved implementation plan will be the work plan for the delivery of the compact. All compact partners will be asked to sign the agreement.

Please describe how partners were engaged in the development of this plan. How you will monitor the implementation of your plan? Who will participate and how?

All partners were engaged from the outset at all levels of the organization. Not only are Partner organizations represented as members of OWA, but other staff from the partner organizations were invited to discussions on the Plan development. The implementation, oversight and monitoring of this Plan is the responsibility of the OWA. Oversight and monitoring will occur on behalf of OWA by TOC/OWA staff who will report to the TOC and OWA boards. Updates will be provided during the monthly meetings held with the Regional Service Provider directors, and monitoring as part of the Quality Assurance monitoring conducted regularly. If resources from the State are dedicated to these efforts, requirements and outcomes will be included as part of the contract, and regularly monitored against.

To lay the groundwork and gather stakeholder input for the development of this plan, a series of meetings were hosted in each of the nine Regions by the Regional Workforce offices during the spring and late summer of 2012. All regional partners were invited to these meetings and encouraged to attend. These meetings were hosted by Barbara Briggs, a consultant hired for this purpose. In addition, Agnes Balassa, the Governor's Workforce Policy Advisor, presented the OWIB Plan to the TOC and OWA boards, eliciting feedback from the representatives of the organizations present, such as [Business Oregon](#), Community Colleges, Local Tribal Nations, Business, Labor and Education.

[Business Oregon has been a connected stakeholder from the outset. Business Oregon staff attended initial Strategic Plan meetings to discuss the State's Plan in May 2012, and staff members have been engaged since. Regional Service Provider staff and Business Oregon staff are on many of the same Boards, Teams and workgroups and work together on recruiting/business growing efforts in many TOC/OWA counties. Business Oregon staff often approach Regions Service Providers for system solutions to assist with potential expansions and recruitments, as well. This sometimes is a difficult task for all partners, however, because Business Oregon often cannot divulge much information about the companies they work with, while asking for assistance from system partners who do not necessarily have the information they need to formulate the most suitable suite of services and assistance. The OWA has expressed an interest in seeing greater connections between TOC/OWA and economic development organizations. TOC/OWA's executive director will be encouraging greater collaboration between workforce development and economic development organizations across TOC/OWA. In doing so, the executive director will](#)

RWIB's also hosted meetings, to which Region partners were invited, across the LWIA to give input and direction on the draft plan. Input from the employers and the community, economists and job seekers informed the planning process and produced progress toward the plan goals.

The Oregon Consortium Strategic plan was reviewed and approved by OWA in October, 2012.

The following workforce partners are among those that contributed directly to the development of the strategic plan are:

- Department of Community Colleges and Workforce Development
- WIA Title IB
- WIA Title II (Adult Education and Family Literacy Act)
- Employment Department
 - WIA Title III (Wagner - Peyser)
 - Migrant and Seasonal Farm workers
 - Trade Act / North American Free Trade Agreement
 - Unemployment Insurance
 - Veterans
- [Business Oregon](#)
- Department of Education
 - Carl Perkins (post-secondary)
- Department of Human Services – Child, Adult and Family Services
 - Food Stamps Employment and Training Program

- Temporary Assistance to Needy Families
- Department of Human Services - Vocational Rehabilitation Division
 - WIA Title IV (Vocational Rehabilitation Act)

Each Region will use their regional partnerships to implement the sections of the plan that apply to their Region. The implementation of the Plan will be monitored in several ways. Progress on strategies included in this plan will be discussed and shared during monthly meeting between WIA IB Regional Service Providers. This will allow Regions to share smart practices and support the other Regions across the LWIA. Also, implementation of the strategic plan will be discussed with the WIA IB partners during the annual Quality Assurance Monitoring visit. A system checklist will be developed, based on this Plan, that will be checked against activities occurring in the Region during monitoring visits. In addition, as this is not just a WIA IB concern, but a Workforce System Plan, a quarterly check-in will occur with the LWIB and the RWIBS for recommendations and tweaks. Although each Region is starting small, and implementing a single strategy to start with, as strategies and programs are developed in a Region information will be shared - during these processes mentioned above - to move toward full engagement by each Region of the three strategies in this Plan.

Barriers and Challenges. Please describe the specific barriers/challenges that get in the way of implementation of your plan. Please be as detailed and specific possible. For each challenge/barrier, please indicate the root cause of the problem: state or federal laws, policies or regulations, local policies, state or local practices.

Implementation Barrier/Challenge	Root Cause
<u>Local and Regional Capacity, Resources and Funding – staff stretched to the maximum without additional projects; smaller and fewer facilities and equipment</u>	<u>Federal policy/funding, Federal and State: unfunded mandates; Reduced Capacity due to Reduced resources.</u>
Information dissemination within State Agencies – sometimes faster than decisions, sometimes does not appear to be disseminated at all – affects inter-organizational ability to coordinate	<u>Structure of State Organizations; poor coordination between organizations; competing priorities and mandates</u>
Regional concurrence on Plan – Decisions made at top may not have buy-in at local level	Structure of State Organizations
<u>LWIB authority to influence the Local Workforce system, but with uncertain ability to enforce or sanction – difficult to implement and monitor Plan</u>	<u>Lack of clarity to all partners at the State level.</u>
Data systems not connected between public partner organizations, limits connectivity and ability to identify appropriate participants	State practice, Federal/State policy; <u>e.g., Trade Act, Vocational Rehabilitation not clearly tied to Wagner-Peyser and WIA IB data systems</u>
Lack of incentives to collaborate, Common Measures Performance definitions differ among partners, siloed funding	Federal/State policy – competing mandates
No Common Measure Performance indicators related to business	Federal/State policy
<u>Local Capacity and resources— staff stretched to the maximum without additional projects, smaller and fewer facilities</u>	<u>Federal policy/funding, Federal and State: unfunded mandates</u>
Rural Economy, high employment, Low Employer confidence in the economy	Economy, ruralness

Continued functioning of LWIBs/RWIBs, continued private business participation	Federal Funding
Ability to implement CWRC	Funding restrictions and targets outside those restrictions, local capacity
Computer access and internet connectivity for system participants in Rural Oregon	Infrastructure, cost of putting lines in, cost of satellite dishes, remoteness.

Logic Model. Please provide a logic model for your plan that shows all of the inputs and outcomes that will lead to your outcomes and goals.

- Strategy #1: Sector Strategies
- Strategy #2: Certified Work Ready Communities
- Strategy #3: System Innovation

Logic Model

Strategy	Agency/Program	Resources	Activities	Outcomes
#1	TOC/OWA	<ul style="list-style-type: none"> • Knowledgeable staff • OWA employer and partner input • Workforce Investment Act funds 	<ul style="list-style-type: none"> • Solicit OWA employer involvement and advice • Overarching guidance and leadership • Fiscal and Program management and supervision • Technical Assistance and support • Regional Service Provider staff training • Coordinate Sector Strategy efforts • Connect regularly with State partners for system coordination • Collect and share best practices between Regions 	<ul style="list-style-type: none"> • Improved job placement • Retention • Wage gain • Improved customer and business satisfaction with the workforce system
#1	Regional Service Providers and RWIBs (Regional Service Providers: MTC Works!, UT&E, SCBEC, MCCOG, COIC, CAPECO and TEC)	<ul style="list-style-type: none"> • Knowledgeable staff • Regional knowledge • RWIB employer and partner input • Employer contacts 	<ul style="list-style-type: none"> • Service Delivery to participants and businesses • Solicit employer involvement and advice; employer outreach • Contact employers for potential OJT sites and location for hands-on training • Train staff • Connect regularly with One-Stop and regional partners for system coordination • Build partnerships with community organization and private sector partners 	<ul style="list-style-type: none"> • Same as above
#1	Oregon Employment Department	<ul style="list-style-type: none"> • Knowledgeable staff • Wagner-Peyser funding • Employer contacts • Employer input • Employer and customer satisfaction surveys 	<ul style="list-style-type: none"> • Welcome/Pivot Point/ Core Wagner Peyser Service Delivery • Refer WSO to ISR, WIN and NCRC activities • Refer WSO customers to skills training opportunities • Connect businesses to job seekers • Connect local employers to skills curriculum development opportunities 	<ul style="list-style-type: none"> • Same as above

#1	Economic Development organizations including Business Oregon	<ul style="list-style-type: none"> • Industry involvement • Industry knowledge and contacts 	<ul style="list-style-type: none"> • Guide the workforce system in predicting future needs • Connect Workforce System with industry • Assist the Workforce System with crafting the skills curriculum to meet local industry needs • Review the skills curriculum from time-to-time to ensure skills curriculum is current and meets industry needs 	<ul style="list-style-type: none"> • Same as above
#1	Community Colleges	<ul style="list-style-type: none"> • Occupational Skills Training • Workforce Departments; Program Expertise • Carl Perkins 	<ul style="list-style-type: none"> • Provide Occupational Skills Training • Link with other partners to ensure skills curriculum is current and meets industry needs • Adult Basic Education training • Career Counseling • Continue to develop Certificates 	<ul style="list-style-type: none"> • Same as above
#1	DHS (TANF, OVRS, SNAP)	<ul style="list-style-type: none"> • Knowledgeable staff • Source of potential customers • TANF/JOBS • WIA Title IV • Snap Employment 	<ul style="list-style-type: none"> • Refer potential customers to WorkSource Centers for skills training • Provide system input • Consider Sector focus when developing job training plans and OJTs 	<ul style="list-style-type: none"> • Same as above
#1	Organized Labor	<ul style="list-style-type: none"> • Expertise in manufacturing and STEM skills 	<ul style="list-style-type: none"> • Provide input to skills curriculum development 	<ul style="list-style-type: none"> • Same as above
#2	TOC/OWA	<ul style="list-style-type: none"> • Knowledgeable staff • OWA employer and partner input • Workforce Investment Act funds • Partnerships to assist with referrals, promotion and proctoring 	<ul style="list-style-type: none"> • Overarching guidance and leadership • Fiscal and Program management and supervision • Technical Assistance and support • Regional Service Provider staff training • Coordinate CWRC efforts • Connect regularly with State partners for system coordination 	<ul style="list-style-type: none"> • Improved job placement • Retention • Wage gain • Improved customer and business satisfaction with the workforce system

#2	Regional Service Providers and RWIBs	<ul style="list-style-type: none"> • Staff trained as proctors • Ability to require soft skills assessment and NCRC prior granting scholarships or supportive services • Partnerships to assist with referrals, promotion and proctoring • Regional knowledge • RWIB employer and partner input • Employer contacts 	<ul style="list-style-type: none"> • Educate emerging, transiting and current workforces and employers on the value of NCRC and soft skills assessments, expand the delivery of NCRC, increase the number of certified proctors • Explore additional testing capacity with partners, schools and community organizations • Teach participants how to market themselves and their NCRC • Approach employers for LOCs and to support and recognize the NCRC and soft skills assessment • Implement delivery of a soft skills assessment 	<ul style="list-style-type: none"> • Same as above
#2	Oregon Employment Department	<ul style="list-style-type: none"> • Staff • Employer contacts • Computers • Classroom space • Business Teams • Wagner Peyser funding 	<ul style="list-style-type: none"> • Proctor the NCRC • Staff referrals to testing and skills development activities, when appropriate • Promote the NCRC with customers and employers • Business team outreach for Letters of Commitment • Counsel participants on how to market themselves and their NCRC 	<ul style="list-style-type: none"> • Same as above
#2	Economic Development Agencies including Business Oregon	<ul style="list-style-type: none"> • Employer contacts and expertise 	<ul style="list-style-type: none"> • Connect the Workforce system to employers willing to use and promote assessments 	<ul style="list-style-type: none"> • Same as above
#2	Additional Social Service Partners that include: DHS, OHDC, etc.	<ul style="list-style-type: none"> • Trained staff • Emerging and Transitioning Workforce 	<ul style="list-style-type: none"> • Promote the NCRC and soft skills assessment with program customers • Staff referrals to testing and training 	<ul style="list-style-type: none"> • Same as above

#2	Education Partners: Community Colleges and Local High Schools	<ul style="list-style-type: none"> • Trained staff • Emerging and Transitioning Workforce • Test space • Carl Perkins • Case Grant 	<ul style="list-style-type: none"> • Promote and support NCRC and soft skills assessments • Proctor the NCRC • Staff referrals to partners in the workforce system • Engage in exploration of additional testing capacity 	<ul style="list-style-type: none"> • Same as above
#3	TOC/OWA	<ul style="list-style-type: none"> • Knowledgeable staff • OWA employer and partner input • Workforce Investment Act funds • Partnerships to assist with referrals, promotion and proctoring 	<ul style="list-style-type: none"> • Overarching guidance and leadership • Fiscal and Program management and supervision • Technical Assistance and support • Regional Service Provider staff training • Engage partners for increased collaboration to produce a better aligned, more efficient and more responsive workforce system • Create and maintain MOUs and RSAs 	<ul style="list-style-type: none"> • Improved job placement • Retention • Wage gain • <input type="checkbox"/> Improved customer and business satisfaction with the workforce system
#3	Regional Service Providers and RWIBs	<ul style="list-style-type: none"> • Knowledgeable staff • Regional knowledge • RWIB employer and partner input • Employer contacts 	<ul style="list-style-type: none"> • Connect regularly with One-Stop and regional partners for system coordination and increased collaboration to proceed a better aligned, more efficient and more responsive workforce system • Increased efforts at integrated and seamless Service Delivery to participants and businesses • Solicit employer involvement and advice; employer outreach • Train staff • Build partnerships with community organization and private sector partners • Assist participants with pursuing training activities 	<ul style="list-style-type: none"> • Same as above
#3	Oregon Employment Department	<ul style="list-style-type: none"> • Knowledgeable staff • Employer contacts • Participant pools • Customer and employer satisfaction surveys • Wagner Peyser funding 	<ul style="list-style-type: none"> • Increased efforts at integrated and seamless Service Delivery to participants and businesses; greater alignment of staff activities • Sharing of customer and business referrals • More joint meetings 	<ul style="list-style-type: none"> • Same as above

#3	Community Colleges	<ul style="list-style-type: none"> • Customized training • Vocational training • Curriculum development expertise • Participant pools 	<ul style="list-style-type: none"> • Refer students to WorkSource Centers for job services and placement • Provide remediation services at the WSO Centers such as GED, ESL, basic reading and math • Link NCRC to employers 	<ul style="list-style-type: none"> • Same as above
#3	DHS	<ul style="list-style-type: none"> • Funding for support services • Temporary Assistance to Needy Families funding • Food stamp program • Training for disabled job seekers 	<ul style="list-style-type: none"> • Share DHS new national assessment screening with partners • JOBS Plus connection leading to OJT • Refer participants to WorkSource Centers • Identify efficiencies and reduce duplication 	<ul style="list-style-type: none"> • Same as above
#3	Economic Development Organizations including Business Oregon	<ul style="list-style-type: none"> • Connections to area employers 	<ul style="list-style-type: none"> • Communicating workforce system services to area employers, both for incumbent workforce training and job seeker services • Inform the workforce system of industry openings and growth 	<ul style="list-style-type: none"> • Same as above

TOC/OWA OUTCOMES MEASURES TABLE

Directions: For each measure, please provide performance targets only for the programs that are not highlighted. Submit these with your strategic plan. At this time, do not provide targets for either the yellow or green highlighted programs. You will be asked to provide targets for the items highlighted in yellow by March 2013. (Data for these will be provided by January 2013.) Directions for completing performance targets for the items highlighted in green will be forthcoming.

Measure	Program	PY2013 Target	PY2014 Target	PY2015 Target
<p>1. Placement: percent of customers employed the quarter when the individual completed services from the workforce system or the quarter after. (Source: PRISM)</p> <p><input type="checkbox"/> Submit targets with strategic plan</p> <p><input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available</p> <p><input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified</p>	WIA Title 1B (adult, youth and dislocated worker combined)	68.3%	69.2%	70.0%
	WIA Title II	23.2%	23.5%	23.7%
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	66.9%	67.7%	68.5%
	WIA Title IV - Vocational Rehabilitation	51.9%	52.5%	53.1%
	Temporary Assistance for Needy Families (TANF)/JOBS	50.9%	51.5%	52.1%
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs – Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
	Food Stamp Employment Program (SNAP)			
<p>2. Retention: Percent of customers employed in four continuous quarters after completing services. (Source: PRISM)</p> <p><input type="checkbox"/> Submit targets with strategic plan</p> <p><input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available</p> <p><input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified</p>	Program	Target for 2013	Target for 2014	Target for 2015
	WIA Title 1B (adult, youth and dislocated worker combined)	56.7%	57.4%	58.1%
	WIA Title II	54.3%	54.9%	55.6%
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	60.8%	61.6%	62.3%
	WIA Title IV - Vocational Rehabilitation	57.9%	58.6%	59.3%
	Temporary Assistance for Needy Families (TANF)/JOBS	31.4%	31.8%	32.2%
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				

TOC/OWA OUTCOMES MEASURES TABLE

Measure	Program	Target for 2013	Target for 2014	Target for 2015
3. Wage gain: Fifth quarter average hourly wages minus first quarter average hourly wages. (Source: PRISM) <input type="checkbox"/> Submit targets with strategic plan <input checked="" type="checkbox"/> Set targets when data becomes available <input checked="" type="checkbox"/> Do not set targets until notified	WIA Title 1B (adult, youth and dislocated worker combined)	.22	.22	.22
	WIA Title II	.87	.87	.87
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	.56	.56	.56
	WIA Title IV - Vocational Rehabilitation	1.05	1.05	1.05
	Temporary Assistance for Needy Families (TANF)/JOBS	.75	.75	.75
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				

Directions: this is a new measure. A report will be provided for those programs historically in PRISM to provide historical data on which to base projections.

Measure	Program	Target for 2013	Target for 2014	Target for 2015
4. Long term wage gain: 13 th quarter average hourly wages minus first quarter average hourly wages. (Source: PRISM) <input type="checkbox"/> Submit targets with strategic plan <input checked="" type="checkbox"/> Set targets when data becomes available <input checked="" type="checkbox"/> Do not set targets until notified	WIA Title 1B (adult, youth and dislocated worker combined)			
	WIA Title II			
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)			
	WIA Title IV - Vocational Rehabilitation			
	Temporary Assistance for Needy Families (TANF)/JOBS			
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				

TOC/OWA OUTCOMES MEASURES TABLE

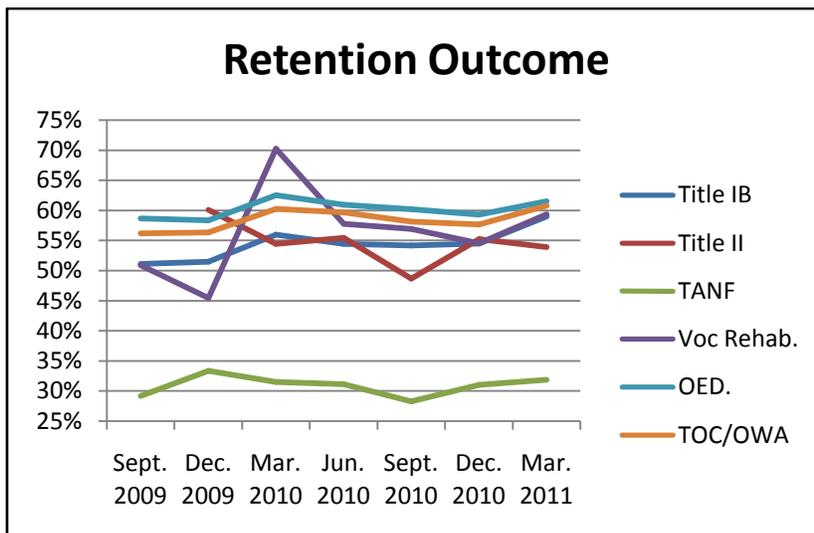
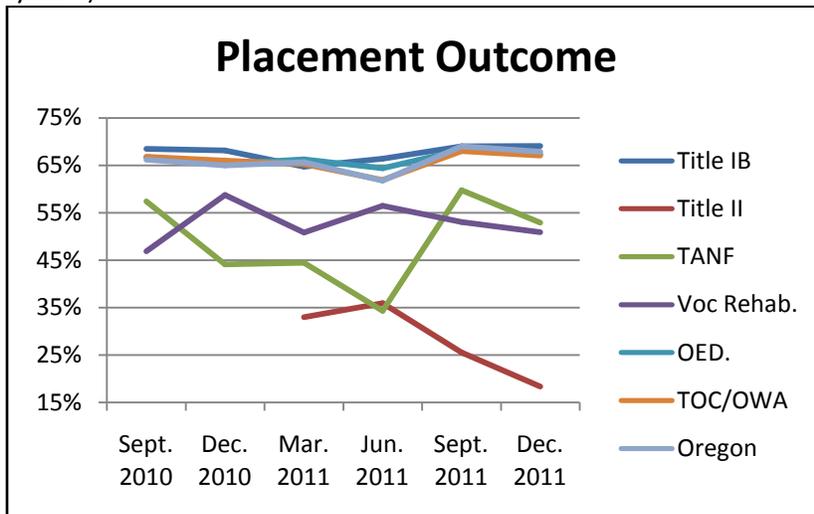
Note on Methodology

Background:

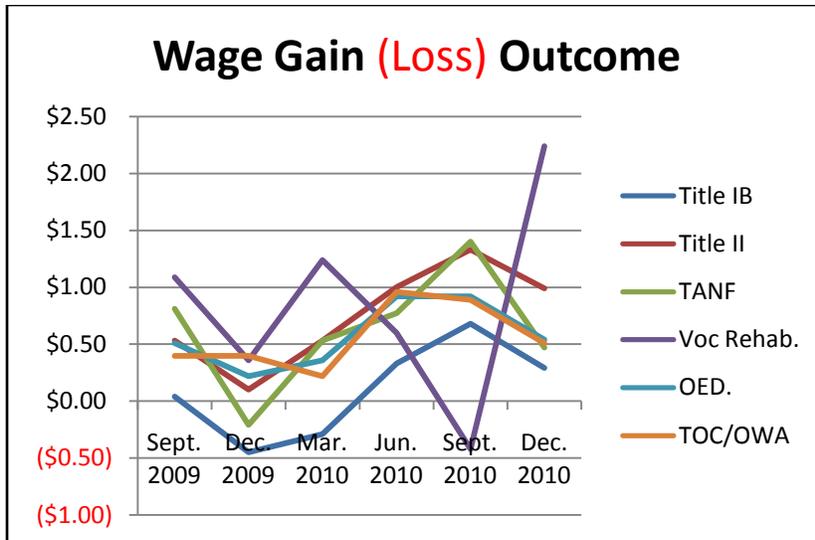
Projecting the Outcome Measures into PY2013, PY2014 and PY2015 is an interesting challenge. Many factors must be considered: past performance, expected unemployment rate, expected Area growth, the state of the economy, the expected budgets of the programs (and thus ability to impact the Outcomes), etc. In addition, it is important to set positive and aspirational goals while being realistic.

To add to the challenge, the readily available data on past performance is only for approximately a year and one half period, the most recent data is from 3/31/2011 and patterns are sometimes difficult to discern. The Outcomes Measures data on Placement is from 9/30/2010 through 12/31/2011; the Outcomes Measures data on Retention is from 9/30/2010 through 12/31/2011; and the Outcomes Measures data on Wage Gain is from 9/30/2009 through 12/31/2010.

The graphs below illustrate the actual Outcomes Measures available from PRISM (the Oregon State data system).



TOC/OWA OUTCOMES MEASURES TABLE



Methodology:

While there are many ways to estimate the Outcomes Targets, just four were used to determine a range for the Outcome Target values.

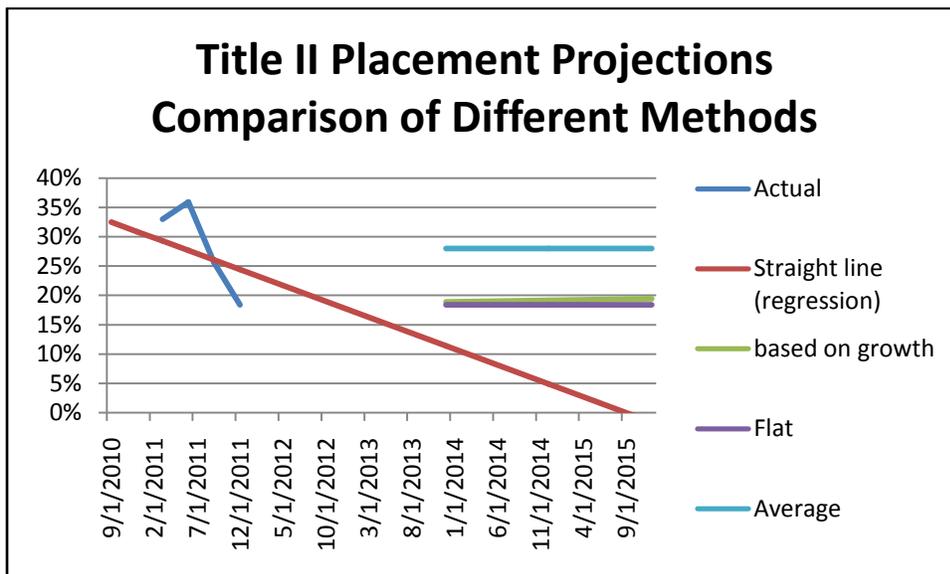
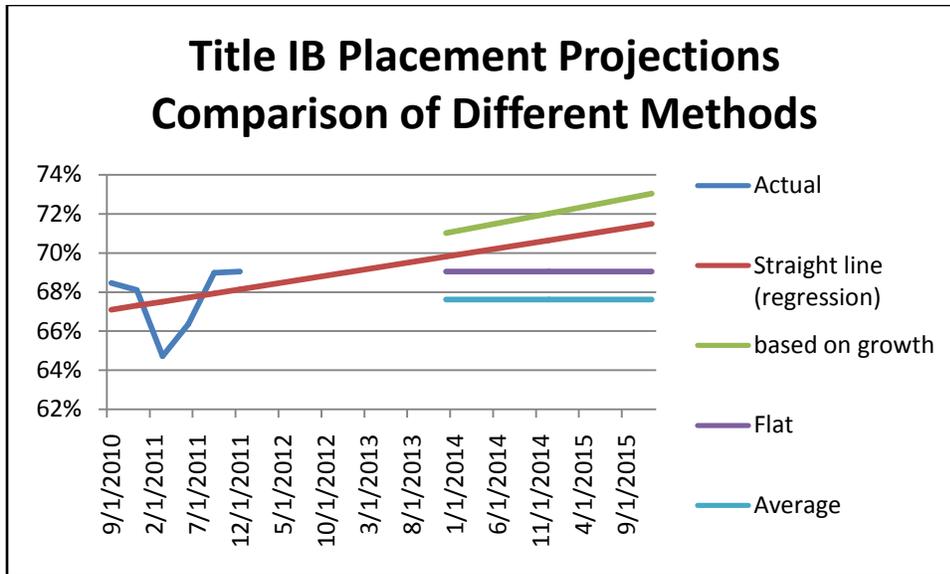
1. **Flat:** The simplest method for determining the Outcome Targets. In this method, it is assumed that the Outcome Targets remain the same as the last reported actual Outcome data point.
2. **Average:** This method averages the available Outcomes data to project what future Outcome Targets might approximate.
3. **Straight Line:** The Ordinary Least Squares data projection regressed against time. In short, Least Squares fits a line through the actual data points that minimizes the distance between all of the actual data points and the line. In this instance, it provides a “straight line” projection regarding where the Outcomes might be if the trend in the past is an indication of future performance.
4. **Growth:** According to Oregon Employment Department research, the total employment growth rate over 2010-2020 for TOC/OWA LWIA is 15.1 percent (292,080 jobs in 2010 and 336,060 jobs in 2020). This is an annual growth rate of 1.41% (compound interest equation). Under this method of estimation, it is assumed that Outcomes will improve at the Growth rate. So, for instance, in December 2011, Title IB in TOC/OWA achieved a 69.1% placement rate. That implies, under the Growth model, that in 2013, TOC/OWA could achieve a 71.0% placement rate ($69.1 * 1.0141 * 1.0141$).

We know, however, the economy in rural Oregon is recovering very slowly. It is unlikely that TOC/OWA will achieve the annual growth of 1.41 during the first few years. Thus, this method of projection is likely to give us an upper boundary on what Outcomes we might achieve.

Please note that the Employment Growth method above does not clearly apply to the Wage Gain Outcome measure. The Bureau of Labor Statistics released a report on August 24, 2012 (Worker Displacement: 2009-2011) in which they state that roughly half of unemployed workers who became re-employed did so with earnings losses, sometimes as high as 20 percent.

The following graphs illustrates the 4 different Methodologies for the Placement Outcome for Title IB and Title II.

TOC/OWA OUTCOMES MEASURES TABLE



The potential range for Outcomes numbers is quite wide. However, the four methods suggest an upper and lower limit.

Based on this, a combination of these methods will be used to estimate the Outcome Projections that is both conservative, but forward looking. For all Outcomes Measures the mid-point between the Flat and the Average projection numbers will be used as the first PY2013 estimate. For Placement and Retention, the next two years will be subject to growth, but at a more conservative rate – an annual growth rate of 1.2% - than projected in the Growth model, since it is expected that it will still take a few more years before rural Oregon recovers from the recession. The Wage Gain measure will be kept constant at the mid-point between Average and Flat.¹ This method levels out the highs and the lows, and weights the final quarter’s performance heavier than the performance over the last year and one-half.

¹ WIA IB and OVRs are calculated somewhat differently: to smooth anomalies, the estimate was calculated as the mid-point between the Average of the actual performance measures and the 2nd highest performance measure.