



**JOB GROWERS**  
INCORPORATED

## **LOCAL WORKFORCE PLAN**

**Section I January 1, 2013 – June 30, 2015**  
**Section II January 1, 2013 – June 30, 2014**

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# **JOB GROWERS INCORPORATED**

## **LOCAL WORKFORCE PLAN**

### **SECTION I STRATEGIC PLAN**

**January 1, 2013 – June 30, 2015**



## **Introduction**

The Local Implementation Planning instructions have called on Job Growers Incorporated to answer the following questions and complete the attached tables and logic model, which we have done. The local strategies for each section of the plan will:

1. Provide the opportunity to serve the current, transitioning and emerging workforce
2. Build on the capacity of WorkSource Oregon Centers
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

## **Background**

The vision of Job Growers Incorporated is that the Mid-Willamette Valley will have the skilled workforce necessary for businesses to locate, stay and thrive here. The mission of Job Growers is to identify current and future workforce needs and solutions that promote business recruitment, retention and growth. To address this mission, Job Growers will act as:

- A scanner- to identify current and future workforce trends and needs
- A convener- to bring together businesses, education and training providers, workforce development service providers and social services
- A resource manager- to seek and manage resources to address the issues identified
- An evaluator- to determine what works and to invest as effectively as possible

Job Growers will provide high quality services that will meet the needs of businesses by building the skills of current, transitional and future workers. This in turn will help workers meet their goals for successful careers and quality lives. This is an economic development vision focused on building prosperity, rather than just connecting people with services.

Job Growers' mission/vision parallels the Oregon Workforce Investment Board's vision: Oregon at Work: Quality Jobs – Skilled Workers Contributing to a Strong State Economy and Local Prosperity. Job Growers' two-year strategic plan focuses specifically on the particular economic and service delivery makeup of the Mid-Willamette Valley and prioritizes the following OWIB goals to create the following realistic, reachable outcomes:

1. Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs by:
  - Increasing skill development opportunities that promote career advancement for individuals including underserved populations such as the prison reentry population;
  - In partnership with employers, finding the right people with the right skills for the right job;
  - Expanding collaboration to all business sectors to reflect employment demand in Region 3;
  - Using current industry/occupational data and labor market needs to determine employability pathways;
  - Prioritizing services for specific at-risk populations;
  - Assisting youth in attaining post-secondary credentials;
  - Continuing to target youth in the rural areas of our three counties;
  - Leading efforts to educate and build awareness within the community on how to create youth work opportunities; and
  - Increasing the number of National Career Readiness Certificate holders.
2. Employers have the skilled workforce they need to remain competitive and contribute to local prosperity by:



- Creating standard operating procedures to integrate economic development, education and training in all three counties;
  - Leveraging consortia resources that are utilized by employers to maintain and support economic development;
  - Targeting new consortia involvement to include the diversity of industry sectors, such as Advanced Manufacturing, Healthcare, Wood Products and Nursery Products, Clean Technology, Transportation, and Business Services;
  - Increasing the number of businesses that recognize and consider job seekers with the National Career Readiness Certificate (NCRC);
  - Using career pathways to improve training outcomes and expand training;
  - Increasing the number of clients completing post-secondary/industry identified credentials; and
  - Utilizing and strengthening existing partnerships to increase workforce training in high-demand and critical occupations.
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 by:
- Developing partnerships and leveraging available resources to meet the needs of job seekers, youth and businesses in all three counties;
  - Identifying and developing internal processes/models to strengthen service/program delivery;
  - Identifying and developing performance management processes/models to lead staff toward goal attainment; and
  - Promoting continuous improvement.

In 1997, the Enterprise for Employment and Education, renamed Job Growers Incorporated, was established through an arrangement among the Commissioners for Marion, Polk and Yamhill counties, Chemeketa Community College, Salem-Keizer School District, the Willamette Education Service District, and Yamhill Education Service District (which has since merged with the Willamette ESD). The purpose was to coordinate and oversee the region's public investments in workforce related employment, education and training services and to enhance employment opportunities for the citizens of Marion, Polk and Yamhill counties. This 2013 – 2014 strategic plan reflects a shift in Job Growers' thinking to focus more clearly on the fact that the workforce development system needs to be clearly led by the needs of business and industry.

In April 2007, the Board voted to incorporate as a non-profit corporation. Articles of Incorporation were filed and approved in May of the same year. Job Growers began operating as a non-profit corporation July 1, 2007, dissolving the original charter.

An agreement was developed in 1997 among the Local Workforce Investment Board, the Mid-Willamette Jobs Council and Chemeketa Community College (the Memorandum of Agreement), designating Chemeketa as the fiscal agent for all Workforce Investment Act activities, as well as the One-Stop operator and provider of Title IB Adult and Dislocated Worker services. This agreement has been modified to accurately reflect the new relationship among the parties. July 1, 2008, Job Growers began to function as its own fiscal agent.

Job Growers Incorporated leads the One-Stop system with the following partners at various WorkSource Oregon Centers: Oregon Employment Department's Marion/Polk and Yamhill Offices, and the Department of Human Services' Self Sufficiency Programs and Vocational Rehabilitation Office.



These partners were selected because they provide the services required in the Workforce Investment Act.

## **STRATEGY 1: TARGETED SECTORS**

**Introduction:** Job Growers Incorporated will target six industry sectors and related occupational groupings within the industry sectors as part of this Strategic Plan. These industries were chosen based on an analysis of the occupations already targeted for training, and also based on industry diversity in region 3. These targeted industry sectors are: Manufacturing (including Food Processors); Natural Resources (including Agriculture); Professional and Business Services; Transportation and Warehousing; Government; and Health and Social Assistance.

*How Job Growers Arrived at Industry Targets Through Occupational Analysis:* Approximately 116 occupations already targeted for training by Job Growers (there are 500 total occupations with employment in region 3) group themselves into the following categories: Health Care; Manufacturing/Science, Technology, Engineering and Math (STEM) and Green and Clean-related; and Office/Administrative and Computer Software. These 116 occupations are on a targeted list because they have a sufficient number of openings over the next ten years, pay good wages (\$15 an hour, the median wage in Region 3) or are a step on a career ladder to an occupation paying that wage.

Job Growers is targeting the Health Care industry through its current federal Department of Labor grant, and the vocational scholarship process. Health Care and Social Assistance will continue to be a target industry. The occupational groupings of Manufacturing, STEM, and Green and Clean-related are represented in the staffing patterns of all six target industry sectors. In addition, all six industries employ workers in an office and administrative capacity. Office and administrative occupations have generally average to high growth rates (from 16% to 32%). In order to completely serve area employers with skilled workers and job seekers with training for in-demand and good-paying jobs, Job Growers will also target office-related occupations and their related skills.

*Region 3 and Industry Diversity:* In addition to deriving the six targeted industry sectors from the already-targeted occupations, an analysis of industry sectors ranked by 2011 employment produced similar industry targets (see Table 1). Government, Health Care and Social Assistance, Manufacturing (including Food Processors), Natural Resources (including Agriculture), and Professional and Business Services are the largest employers of area workers (5,000 employers in these six sectors employed 66,974 workers in 2011), have healthy growth rates, and employ workers in occupations that offer an opportunity for earning self-sustaining wages and a career ladder. Transportation and Warehousing is also targeted. The growth rate in this industry is nearly 20 percent, and it encompasses some of the area's largest employers, for example, the Home Depot warehouse in Salem, the Winco Warehouse in Woodburn, and May Trucking, one of the state's largest trucking firms. Government is targeted because it is the largest employer in the region and hires for a wide array of diverse occupations.

**Table 1:**

Region 3 Industries (2011)	Number of Businesses	Total Employment	Percent of Employment	2010-2020 Projected Growth
<b>Government</b>	761	44,170	24.7%	7.0%
<b>Health and Social Assistance</b>	1,342	22,804	12.8%	33.0%
Retail Trade	1,375	19,202	10.8%	13.0%
Leisure and Hospitality	1,086	14,841	8.3%	20.0%
<b>Manufacturing</b>	<b>697</b>	<b>17,471</b>	<b>9.8%</b>	<b>15.0%</b>
<b>Natural Resources/Mining</b>	<b>735</b>	<b>13,444</b>	<b>7.5%</b>	<b>12.0%</b>
<b>Professional and Business Services</b>	<b>1,694</b>	<b>12,308</b>	<b>6.9%</b>	<b>30.0%</b>
Financial Activities	1,201	7,172	4.0%	13.0%
Construction	1,467	7,331	4.1%	21.0%
Other Services	1,930	6,704	3.8%	16.0%
Wholesale Trade	575	4,017	2.2%	18.0%
<b>Transportation/Warehousing</b>	<b>309</b>	<b>4,126</b>	<b>2.3%</b>	<b>19.0%</b>
Education	134	3,637	2.0%	NA
Information	143	1,285	0.7%	0.0%
<b>Total Employment</b>	<b>13,500</b>	<b>178,566</b>		<b>16%</b>

Source: Oregon Employment Department

*We Train for Occupations:* Note that Construction, Other Services (includes auto and other types of repair) and Wholesale Trade also are predicted to have healthy growth (although Construction growth is high as it begins to regain the employment it lost during the recession). It is likely that some of our trainees will obtain employment in these industry sectors, as many of the formal training programs and skill sets are transferable across a number of industries.

*We Will Craft Skill Packages:* In addition to placing job seekers into formal training for the above occupations in the targeted industries, Job Growers will take the additional step of crafting skills training packages. These will have extensive employer input from the six targeted industry sectors, will focus on essential and transferable skills, and will be available in a flexible and self-paced service design.

*We Will Use Work-based Experience:* After ensuring that these foundational skills are solid, and the industry specific skills learned, training completers will be connected to work-based experience and/or On-the-Job Training as appropriate. This approach will allow more job seekers to develop skills and move to employment faster. We will also continue to support incumbent worker training with Job Growers sponsored industry consortia. As the current workforce receives additional training and moves up the career ladder, entry-level opening will become available for our trainees.

**Industry Sectors to be Targeted:** Manufacturing (including Food Processors), Natural Resources (including Agriculture), Professional and Business Services, Transportation and Warehousing, Government, and Health and Social Assistance

**Occupational Targets within these Industries:** Manufacturing/Science, Technology, Engineering and Math (STEM), Green and Clean Related, and Health Care and Social Assistance occupations

**1.** These industries encompass a number of occupational groups with good wages, career paths and reasonable growth rates. The occupational titles in these groups include the following: financial occupations (accountants); computer programming and support; architecture and engineering; life, physical and social sciences; construction; installation, maintenance and repair; production (all manufacturing including those who make and repair farm equipment and food processing production workers); and transportation and material moving. Health Care and Social Assistance occupations include Medical Assistant, Registered Nurse, Substance Abuse Counselors, and Social Workers.

Employees working in these occupations are located throughout the six targeted industry sectors and also work in many other industries in Region 3. These industries include: natural resources (including forestry related to green conservation methods and Agriculture); manufacturing (including advanced manufacturing, food processors, wood products manufacturing and clean and green technology related to these); trade/transportation and utilities (many occupations in this industry are involved in implementing green and clean technology); professional and business services (including engineering and other types of technicians, and many computer science occupations); other services (which includes many repair occupations); construction (the industry with the most green jobs according to the Oregon Employment Department); state government; and Health Care and Social Assistance.

In addition to sending participants to formal training for these occupations, Job Growers will also craft skills packages to be offered at a more basic and foundational level. Due to the extensive areas covered by these occupations, it may be necessary to create more than one skills package.

All the occupations chosen above have average to high growth rates (16 percent to 32 percent), and the six industries targeted do as well. Note that although manufacturing employers lost jobs during the downturn, Oregon Employment Department projects that the industry will grow by at least the average growth (16.4 percent). Many occupations in manufacturing are projected to grow between 13 percent and 17 percent over the next ten years.

**2. Economic Size and Scope:** More than 5,000 businesses in the six targeted industries employ some 54,000 workers in Region 3 both in entry-level and more highly skilled occupations. A number of employers in the targeted industries are among the largest employers in the area, including two warehouses, a trucking company, a firm that leases human resource functions to area employers and is part of the Professional and Business Services industry, the Salem Hospital, and the state of Oregon.

Targeting these industry sectors and occupations aligns well with area economic development goals, as both the Strategic Economic Development Corporation (SEDCOR) and the McMinnville Economic Development Partnership (MEDP) recognize the importance of these industries, occupations and skills to area employers. The 5,000 employers from the six targeted industries who employ workers in the occupations will benefit by having skilled workers, and jobseeker trainees will benefit by being competitive for positions in a wide range of industries.

**3. Job Demand:** There will be more than 12,000 total area job openings in Manufacturing/Science, Technology, Engineering and Math (STEM), Green and Clean Related, and Health Care and Social Assistance occupations, many of which will occur in the six targeted industries. The occupational categories represented by this sector have ten-year growth rates between 13 and 32 percent (growth for all occupations over ten years is predicted to be 16.4 percent).

It makes sense to consider state agencies as sources of job demand in region 3 as the state employs 24% of all workers. Therefore, note the state of Oregon employs workers with occupational titles that



encompass these occupational groupings, for example Natural Resource Specialist, Transportation Maintenance Specialist, Fish and Wildlife Technician, Fiscal Analyst, Heavy Equipment Technician, etc. These occupational titles represent some 1,600 positions according to the Oregon Department of Administrative Services. State agencies also hire for office and administrative occupations.

It is difficult to know whether or not there are shortages of skilled job applicants in these occupational groupings and/or in the targeted industries. Media reports, including a recent Employment Department research report on the region's fabricated metals employers, stated that many employers were not satisfied with the quality of job applicants for their job openings, even though there are 22,000 people unemployed in the region some of whom undoubtedly have high skill levels. Nevertheless, the workforce system should take these employer reports seriously and, with extensive employer involvement, address employers' skills needs through formal training and skills training packages.

This approach is appropriate for Region 3 because skills training packages will support training at a basic level with skills transferable to many manufacturing/STEM/green jobs-related occupations in the six targeted industries. Manufacturing employers, while saying they are having difficulty finding skilled workers, also have said (specifically to ECONorthwest researchers who were reporting on the WIRED initiative) that they want job seekers to come with basic skills and employers would teach the more technical skills on the job.

**4. Supply and Demand Alignment:** According to the recent study of the region's fabricated metals manufacturers, the National Association of Manufacturing and many other sources, there is demand for these occupational skills that is not being met by current job applicants. There is evidence that over the economic downturn some employers eliminated many lower-skilled positions and have implemented technological changes to make all jobs more efficient. Job applicants for these positions need to be more tech-savvy than ever to be competitive applicants.

More evidence for continued demand for these skills is the fact that replacement openings for many of the occupations encompassed by these skills are more numerous than growth openings, even though the rate of growth may not be high. The reason for this is an aging workforce – slightly more than half of all manufacturing workers in the region are aged 45 or older, for example.

There does not seem to be an adequate supply of skilled job applicants in the targeted industries and occupational groupings, although there are 22,000 unemployed people in Region 3 some of whom are undoubtedly skilled. Although Chemeketa Community College has certificate and associate degree programs that graduate job seekers with the skills needed in manufacturing, STEM occupations and green job-related occupations, the supply of skilled job seekers for these industries does not appear to be adequate. Job Growers and its partners will be equipping more job seekers with essential and transferable skills in these occupations, and with the assistance of employers in the six targeted industries, will make jobseekers more competitive for these types of positions.

Demand for skilled workers in Health Care and Social Assistance has slowed some, but will pick up again as President Obama's Health Care Reforms are implemented. Job Growers will continue to supply trained workers to the Health Care and Social Assistance industry.

Government employment growth in region 3 is well below average over the next ten years. However, the aging of the Government workforce will provide many replacement job openings for skilled workers.

**5. Population to be Served:** The occupational groups and skills to be targeted will benefit a variety of job seekers including: low-income adults, dislocated and older workers, minorities, individuals with



disabilities, veterans, youth and incumbent workers. The skills training packages can be used in our youth programs as well as with young job seekers with little work history who enroll as Workforce Investment Act (WIA) participants. The skills will also be useful to those older unemployed with work experience in a manufacturing, STEM or green jobs-related occupation who need to upgrade their computer and other technical skills in order to be employable again. It's possible that the skills packages will be used with a newly hired incumbent workforce, to train them up to a level to work in more challenging aspects of their jobs.

Hispanics are growing in numbers in the region, and approximately half of the adult Hispanics aged 25 and older speak English not well or not at all. The workforce system will explore innovative ways to involve this population in learning the skills in this sector appropriate and the necessary English to be employable.

Barriers may include: jobseekers with a lack of basic computer skills, knowledge of technology advancement, digital and virtual advancements, and low basic skills.

**6. Potential for Impact of Working with industry and occupational targets:** Job Growers and other workforce partners will solicit extensive employer input from the six targeted industries in order to train job seekers with skills appropriate to industry needs. We already have a network of manufacturing employers many of whom belong to Job Growers sponsored High Performance consortium. We will solicit employers outside of Job Growers' contacts in order to represent the diversity of these employers as much as possible. Local labor organizations will be invited to give input into the skills packages as well, particularly with an eye toward using them as a stepping-stone to enter apprenticeships. In addition, data collected from the SEDCOR IMOM project will be used to inform skills sector packages appropriate for job training.

Career Pathways at Chemeketa Community College and other educational institutions already exist for some of the occupations and employers will assist us with additional information about career ladders in their industry. Occupations with career paths include: Welding Fabrication, Electronic Engineering Electrician, Sheet Metal Technician, HVAC and Refrigeration Technician, and many Health Care occupations.

Job Growers also owns several manufacturing kits developed by consortia employers to teach basic competencies needed in manufacturing and wood products manufacturing. We also have access to an online training program that teaches subjects related to advanced manufacturing (Amatrol). Job Growers consortia members and an alliance of manufacturers from Region 3 and 4 all of whom participated in a manufacturing cluster grant implementation developed these kits. These tools may form the core of a skills curriculum.

A potential impact of working with the sector is that the momentum gained from the alliance between Region 3 and 4 may be revived and both workforce investment regions' employers will benefit from the renewal of the collaboration. An additional benefit is that area employers in the six targeted industries will have skilled employees, be able to survive the economic downturn and grow their businesses and add skilled employees.

In addition, the development of skills packages will support local businesses by being flexible in these times of rapidly changing technology. While traditional degree programs take significant time to revise, this targeted skills training can be quickly revised based on continued employer input.



**7. Implementation Plan:** The skills packages for the populations listed above and relating to the targeted industries and occupational groupings will be crafted with extensive employer involvement from the six targeted industries. Learning these skills will be the entry for job applicants to many area occupations in the targeted industries and other industries as well. Job Growers has already established extensive involvement with many area Health Care employers. These employers have already contributed much to our understanding of the quickly evolving world of Health Care occupations.

Job Growers will use the consortia-crafted Metals Entry-Level Credential, Secondary Wood Entry-Level Credential, Safety Begins With Me and Amatrol, an online training program that teaches the basics of advanced manufacturing, as the basis for building the curriculum for a skills package. Job Growers will identify other online tools to add, as well as asking area employers for advice on curriculum. The package will be designed to result in a certificate of completion and will be self-paced and accessible in the WorkSource Oregon Centers. Learning lean principles will be an essential component of the skill packages, as that is one skill set already validated by the members of Job Growers High Performance Consortium.

Also central to an implementation strategy is having staff assigned to the skills packages to act as a resident “expert,” a coordinator, and an employment advocate for those participants working their way through the skills curriculum.

Other partners will refer job seekers to the Centers to take advantage of the shorter-term more flexible skills packages. Temporary Assistance to Needy Families, Vocational Rehabilitation and Adult Basic Education are likely sources of referrals. Economic development entities will assist with identifying employers from the six target industries to help craft the skills packages and with reviewing them from time to time to ensure that they are current and meeting industry needs.

Oregon Employment Department (OED) is a partner essential to the success of this strategy. OED staff will need to be knowledgeable about the targeted sectors and skill packages to be able to answer participant questions. OED business representatives, and the connections they have to area businesses and job listings, will be a valuable resource to the workforce system as the curriculum is crafted and as participants work through it, “graduate” and begin their job search.

Employers are essential partners in at least three ways: their input will be necessary to skills packages; their businesses will be possible On-the-Job Training sites for graduates of the skills packages; and Occupational Skills Training will be explored for those job applicants lacking sufficient work history. Chemeketa Community College could be instrumental in arranging this partnership with area employers.

Job Growers and partners will assure that the six targeted industries have the skilled workforce they need by tracking and evaluating program performance, reporting relevant data, and inviting input and reaction to results. Results will be used to determine policy and prioritization of populations to be served and skill development opportunities. These conversations will support continuous improvement activities that will validate that both business and job seeker needs are being addressed.

### **Additional Occupational Groupings to be Targeted: Office, Administrative and Computer Software**

1. These occupations are needed in every industry and by nearly every employer in Region 3, including the six industries targeted in this sector strategy. In fact, more than half of all customer service representatives (one of the largest occupational titles in this grouping, with a growth rate of 34%) are



found in Professional and Business Services, one of the six industries targeted by Job Growers in this sector strategy.

The fact that these occupations exist in all industries of the region also creates the possibility of unique career ladders, where it is possible to progress from office clerk to a much more advanced position within the industry. The general manager of a very successful Yamhill County manufacturing business began work there as an office clerk. Learning these skills is a pathway to many good jobs.

The Oregon Employment Department projects that the growth rate of the occupational group best representing these skills, Office and Administrative Support, will grow over the next 10 years by 16.8 percent, slightly more than average. This sector has the second largest employment in Region 3 (second only to service employment). In general, entry-level occupations pay reasonably well and job openings are numerous.

**2. Economic Size and Scope:** These occupations currently employ nearly 29,000 workers in Region 3. Most businesses in the industries of Region 3 will have job openings requiring these skills. Oregon Employment Department listed 862 job openings in this category in Region 3 last year. Staffing agencies, a sub-sector of Professional and Business Services, one of Job Growers targeted industries, are also likely a primary supplier of job applicants with these skills.

**3. Job Demand:** The occupational titles in this group will have approximately 12,000 openings in the region in the next ten years according to Oregon Employment Department and many of these will occur in the six targeted industries. This is nearly 18 percent of all job openings over this period of time. About half the openings will be due to growth and half due to replacement needs.

Women have dominated these occupations, but during the recent downturn, some 30 percent of the unemployed were men laid off from jobs in either construction or manufacturing. The U.S. Bureau of Labor Statistics has found that men are gravitating to jobs in occupational sectors once dominated by women and these include office jobs.

Many of the skills needed to be employed in these occupations can be learned with on-line self-paced training, and these occupations and associated skills are also good candidates for On-the-Job Training opportunities. These occupations and the skills training needed to be a competitive job applicant are also a good fit for our growing Hispanic population as many businesses express the need for bilingual employees.

Although there are no reported shortages, demand for these types of jobs exists in every industry in the region. Computer-related office skills will become more important, and those who keep up with technology changes will have opportunities for advancement.

**4. Supply and Demand Alignment:** There will be demand for the skills needed to be employed in office-related occupations. According to Oregon Employment Department projections, there will be 12,000 job openings in these occupations over the next ten years in all Region 3 industries.

Many of the occupations in this group may be considered entry-level and are excellent first jobs for young people and/or career changers. Those with bilingual English/Spanish skills will have a competitive edge, as we often hear from employers that bilingual office personnel are difficult to find and hire.



**5. Population to be Served:** The population to be served with this skills training package will be diverse and will include: low-income adults, dislocated and older workers, minorities, individuals with disabilities, veterans, youth and incumbent workers. Skills common to these occupations are often considered essential skills needed to enter many occupations and will be suitable for those younger job seekers looking for their first “career” related job. This skills training package may also be used in Job Growers sponsored youth programs.

Learning these skills will also be attractive to some older job seekers including men whose jobs disappeared in the economic downturn, and/or those older workers needing to transition to an office environment for other reasons. We have much anecdotal evidence from our staff in the WorkSource Oregon Centers that many unemployed come to the Centers to learn particularly introductory computer skills so that they can transition to office jobs, and/or be more competitive for these types of job openings.

Although bilingual office skills are in demand, the Hispanic population with limited English skills may have difficulty accessing this skills sector. Our partnerships with Chemeketa Community College and other training providers encourages innovative ways to involve this population in learning skills appropriate to their level of English.

Barriers may include: a lack of basic computer skills, knowledge of technology advancement, digital and virtual advancements and low basic skills.

**6. Potential for Impact:** It will be crucial to involve area employers and in particular, Job Growers targeted industries, to have input into this training package, as the need for technological and computer-related office skills changes rapidly. It is anticipated that the Job Growers sponsored Mid-Willamette Valley Staffing Association will be a valuable industry resource, as will the members of the High Performance consortium, all of whom employ office workers. It may be desirable to receive input from a human resource department of a large state agency that hires office workers, and large private employers such as SAIF Corporation.

Training job seekers with these skills will have an impact on the region’s workforce system because it will formally reach out to employers who have not yet engaged the system, such as SAIF for example, or call center employers (call centers are part of the Professional and Business Services industry). Engaging these new employers for assistance in designing this skills package will broaden and deepen the workforce system’s understanding of the talent needs of area employers. Job seekers will be more successful in finding jobs and have coaching resources available to them for assistance in finding a career ladder.

Available Career Pathways through Chemeketa Community College include: Business Software Certificate, Business Technology Certificate, Human Services, Accounting, Administrative Assistant and Business Support Specialist.

**7. Implementation Plan:** The Partner Table below describes the level of commitment from each partner to support this sector strategy. Partners will be convened on a quarterly basis to review strategic goals and outcomes to ensure alignment and achievement.

The office skills training package will be crafted with extensive employer involvement. DiscoverWare, a basic office-related computer skills package, can be used as the base for building the curriculum for this package. Other on-line learning tools will be researched as possibilities to add, all within a framework of employer involvement.



This self-paced and accessible skills package will result in a certificate that will be recognized by area employers. Central to an implementation strategy is having a staff member assigned to the skills packages to act as a resident “expert,” a coordinator, an employment advocate for those participants working their way through the skills curriculum and a career coach for help on career pathways. Job Growers will also explore using this package with its youth programs.

Other partners will refer job seekers to the Centers to take advantage of the skill packages. Temporary Assistance to Needy Families, Vocational Rehabilitation and Adult Basic Education are likely sources of referrals. Economic development entities will assist with identifying employers to help craft the skills packages and with reviewing them from time to time to ensure that they are current and meeting industry needs.

Oregon Employment Department is a partner essential to the success of this skills training. Their staff will need to be knowledgeable about the strategy to be able to answer questions and direct participants. Their business representatives, and the connections they have to area businesses and job listings, will be a valuable resource as well.

Through aligning systems, we will bridge communication gaps between agencies and employers. For example, joint business representative services with Oregon Employment Department will more effectively engage employers and reduce duplication of efforts.

Employers are essential partners in at least three ways: their input will be necessary to the initial skills package; businesses may be possible On-the-Job Training sites for graduates of the skills packages; and the possibility of Occupational Skills Training for those job applicants lacking sufficient work history will be explored. Chemeketa Community College could be instrumental in arranging this partnership with area employers.

Additional possibilities exist to connect work-based experience programs (such as Easter Seals, Occupational Skills Training, employer-offered internships and the Department of Human Services JOBS program) to On-the-Job Training opportunities. This system’s alignment will increase skill development and provide better job opportunities for participants and better job candidates for employers.

## **STRATEGY 2: CERTIFIED WORK READY COMMUNITY (Requesting Phase I Pilot Designation)**

**Introduction:** Job Growers Incorporated is well positioned to become an early adopter in the Certified Work Ready Community effort, and to achieve the goals set out for our region in both the numbers of NCRCs achieved, numbers of soft skill assessments and support from area employers. Job Growers has extensive experience with the NCRC as one of the first programs was implemented by Job Growers in 2009.

When new businesses want to locate here, the Certified Work Ready Community project will provide an objective way to describe the skills of the local workforce. Job Growers views the Certified Work Ready Community effort as an economic development strategy, as it will enhance the tools that economic development organizations in our area use to attract new businesses to the area. Job Growers has a robust economic development partnership in the Workforce Integration Network (WIN) team, the purpose of which is to collaborate and share knowledge and resources to support job retention and business expansion strategies in the area. Members are Job Growers, SEDCOR, Chemeketa Community College, Employment Department, the Mid-Willamette Valley Staffing Association, and



Oregon Business Development Department. The team meets regularly, understands the NCRC as a tool for development and will support the effort.

Job Growers is also uniquely positioned to ensure that the WorkSource Oregon Centers are the hub of the workforce system, and as such, the Centers will be key in achieving our Certified Work Ready Community goals. Job Growers will lead a community effort in each county to use the staff and the resources in each of the four Centers to reach out into the communities to promote the NCRC. In addition, we will enlist the aid of Chemeketa Community College and other private vocational schools in our region to adopt the use of the NCRC with their students as an additional certification that will signal to potential employers the work readiness of their graduates.

Job Growers has developed models for how private employers use the NCRC and has had particular success with this in Yamhill County. Cascade Steel was part of an early pilot effort to use the NCRC to screen job applicants and it was done on a fee-for-service basis. Climax Portable Machine Tools in Newberg has an extensive internship program that reaches out into the county to engage would-be interns of all ages. The National Career Readiness Certificate (NCRC) will be a valuable addition to this internship program. Our relationship with the Mid-Willamette Valley Staffing Association, which we support and staff, will help guide our efforts to extend our private sector models for using the NCRC into Marion and Polk counties.

Job Growers supports the second largest youth system in the state. These programs have extensive contacts in the area's school districts. All our youth program providers currently use the NCRC when appropriate and Job Growers will continue to support the growth and implementation of the NCRC and the Certified Work Ready Community project using WIA Title IB funding. Our programs also have work readiness and soft skills assessments embedded into their program design.

Becoming a Certified Work Ready Community will aid in the implementation of our sector strategy. We already use the NCRC as a requirement for applying for a vocational scholarship (our term for individual training account). We will use it as well for entrance into one of our two targeted skills sector packages. The Certified Work Ready Community effort will also enhance our System Innovation strategy, which relies on three elements, two of which are assessments and skill development.

More extensive use of the NCRC will afford us the opportunity to determine who is not NCRC ready, and to use additional skills assessment and remediation tools to build skills and address every person's needs. We have used the Initial Skills Review extensively and we anticipate adding other assessments and basic skills remediation tools to the available menu in the WorkSource Oregon Centers – employers have insisted on it.

In summary, Job Growers is uniquely positioned to be an early adopter in the Certified Work Ready Community project as we have already had extensive experience and success with the NCRC. We are committed to achieving 4,076 people having successfully taken the NCRC in two years, 1,496 people having taken soft skills assessments, and 443 employers signing Letter of Commitments for the NCRC. We are also committed to achieving the following goal: 25 percent of our emerging workforce (youth) take a soft skills assessment, 25 percent of our transitional workforce (unemployed and adults using the services of the WorkSource Oregon Centers) will take a soft skills assessment, and 25 percent of the employers writing a letter supporting the NCRC also support a soft skills assessment. This initiative will enhance our ability to provide businesses with a skilled workforce while ensuring that job seekers can demonstrate they have the skills necessary to do the jobs. As we expand our system innovation targeted areas, job seekers will be better assessed and trained to meet business demands.



The CWRC initiative will be promoted as an economic development tool because we will be able to demonstrate that our communities have the skilled workers to meet business needs, and will be marketed as one of the livable community attributes.

**1. Area to be Certified:** Marion, Polk and Yamhill counties are the region that will become certified.

**2. Project Lead:**

Patricia Grose  
Executive Director  
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**3. Activities Prior to July 1, 2012:** Job Growers Incorporated began implementation of the NCRC in spring of 2009 as an early implementer and pilot project (we were then the Enterprise for Employment and Education). As an early implementer, we have already:

- Trained Job Growers and Oregon Employment Department (OED) staff as proctors to administer the NCRC in all three counties
- Had all Job Growers staff take the NCRC so they would better understand it and be able to promote it to customers
- Coordinated with OED and other partners such as Easter Seals and the Mid-Willamette Valley Staffing Association to promote the NCRC to job seekers and employers
- Developed and printed brochures for marketing uses; our brochures were the first produced and were used statewide until the state produced other marketing tools
- Obtained 79 employer Letter of Commitments (LOCs)



4. The table below describes the team that will work together to implement the strategy to become a Certified Work Ready Community (CWRC) and the roles and responsibilities of each team member.

Team member	Organization	Role
Michael Fowler, President	Job Growers Incorporated Board of Directors	<ul style="list-style-type: none"> <li>• Sign the LOC and encourage employees to obtain the certificate</li> <li>• Act as ambassador to promote the value of the NCRC</li> <li>• Incorporate the NCRC as one of the factors used in the organization's screening and hiring process</li> </ul>
Kendall Lenhares	High Performance Consortium	<ul style="list-style-type: none"> <li>• Require the NCRC as a “value-add” to obtain job promotions</li> <li>• Encourage consortia members to incorporate the NCRC as one of the factors used in the screening and hiring process</li> <li>• Continually promote benefits of the NCRC to existing employees</li> <li>• Act as ambassador within business circles to promote the NCRC</li> <li>• Validate standardized marketing “talking points”</li> </ul>
Jason Brandt	Chamber of Commerce	<ul style="list-style-type: none"> <li>• Support the achievement of a Certified Work Ready Community</li> <li>• Promote the NCRC to businesses</li> <li>• Secure LOCs from businesses</li> <li>• Promote the value of a Certified Work Ready Community</li> </ul>
Ray Burstedt, Jody Christensen, and Mitchell Gee	Economic Development & Oregon Business Development Department	<ul style="list-style-type: none"> <li>• Promote the NCRC to new businesses</li> <li>• Utilize the data from the NCRC to promote a ready workforce in the community</li> </ul>
Angelo Seminary	Mid-Willamette Staffing Association	<ul style="list-style-type: none"> <li>• Incorporate the NCRC as one factor used in the screening and hiring process</li> <li>• Pilot evaluation processes to determine NCRC participant success</li> </ul>
Patricia Grose	Job Growers Incorporated	<ul style="list-style-type: none"> <li>• Develop standardized marketing “talking points” to maintain consistency</li> <li>• Develop standardized reporting tool across the system</li> <li>• Implement an expanded schedule delivering NCRC sessions at each WSO Center once a week</li> <li>• Require the NCRC for participants receiving paid training</li> <li>• Provide NCRC sessions to employers who want the service and offer other assessments that businesses need</li> <li>• Instruct staff to teach participants how to market themselves and their NCRC certificate</li> </ul>
Tom Erhardt	Oregon Employment Department	<ul style="list-style-type: none"> <li>• Train staff to proctor the NCRC</li> <li>• Provide classroom space and computers for NCRC testing</li> <li>• Develop standardized marketing “talking points” to maintain consistency of NCRC messaging throughout the system</li> </ul>

		<ul style="list-style-type: none"> <li>• Connect Veterans Program to NCRC</li> <li>• Encourage OED staff to teach participants how to market themselves and their NCRC score</li> </ul>
Patrick Lanning	Chemeketa Community College	<ul style="list-style-type: none"> <li>• Refer students to the WSO so they can acquire the NCRC</li> <li>• Provide classroom space and computers for NCRC testing</li> <li>• Become a proctoring site</li> </ul>
Rene DuBoise	Department of Human Services, Vocational Rehabilitation, TANF/JOBS, SNAP	<ul style="list-style-type: none"> <li>• Advocate that the NCRC becomes more accessible to special needs participants</li> <li>• Promote the value of the NCRC</li> <li>• Refer participants to take the NCRC at the WSO Centers</li> <li>• Encourage staff to teach participants how to market themselves and their NCRC</li> <li>• Become a proctoring site</li> </ul>
Katherine Bartlett	Youth Opportunity System	<ul style="list-style-type: none"> <li>• Promote the NCRC to youth programs</li> <li>• Enhance GED attainment goals using NCRC so youth understand and value their skills, confirming what they can “do”</li> <li>• Become a proctoring site</li> </ul>
To be determined	Local High Schools	<ul style="list-style-type: none"> <li>• Demonstrate a commitment to improving high school graduation rates</li> <li>• Refer and encourage high school graduates to take the NCRC</li> <li>• Become a proctoring site</li> </ul>
Frances Alvarado	Oregon Human Development Corporation	<ul style="list-style-type: none"> <li>• Refer eligible participants to take the NCRC</li> </ul>
Marion County Reentry Council Represented Programs	Marion County Reentry Program	<ul style="list-style-type: none"> <li>• Refer participants to take the NCRC</li> <li>• Teach participants how to use their certificate to market skills</li> <li>• Become a proctoring site</li> </ul>
Janet Norton	Easter Seals	<ul style="list-style-type: none"> <li>• Refer participants to take the NCRC</li> <li>• Encourage staff to teach participants how to use their certificate to market skills</li> <li>• Become a proctoring site</li> </ul>
Sonya Ryland	Salem Housing Authority	<ul style="list-style-type: none"> <li>• Refer participants to take the NCRC</li> <li>• Encourage staff to teach participants how to use their certificate to market skills</li> <li>• Become a proctoring site</li> </ul>

**5. How Job Growers Will Achieve the Criteria for NCRC Attainment:** Job Growers will achieve NCRC attainment for the 1,113 emerging, 3,073 transitioning and 135 current workforce and 443 required employer Letter of Commitments supporting it. Job Growers will also achieve the number of soft skill certifications listed in the CWAC table. Specifics are listed below:

- Emerging workforce: Various methods are being explored to encourage our youth providers to use the NCRC with youth as a tool to increase their marketability in the job market. It may be used as a tool to help youth get access to competitive internships and other work experience opportunities. Job Growers will ensure that there is an NCRC proctor for each of the four youth programs. We will also find ways for the youth providers to share with the K-12 system the value of the NCRC as a connection to the labor market.
- Emerging workforce: Relationships with the school districts in our tri-county region will be established to encourage high school seniors who are headed to the job market to certify their job-ready skills with this credential.
- Transitional workforce: Partnerships with other agencies and organizations will be explored to do the above. Easter Seals has already expressed an interest in helping to provide proctors, and staffing agencies have as well.
- Transitional workforce: The foundation of WorkSource Oregon will be leveraged to implement CWRC goals by expanding upon on the partnership already started with Oregon Employment Department to train more proctors and expand the accessibility of NCRC testing schedules and locations. Additional Job Growers staff will be trained to proctor exams.
- Transitional workforce: Job Growers sponsored consortia employers who host internships and/or work experiences will be encouraged to promote the NCRC as a means of career development for the participants.
- Transitional workforce: Job Growers will continue to explore models for allowing private businesses to use the NCRC on a fee-for-service basis.

From January 1, 2012 through September 30, 2012, 548 participants in Region 3 have successfully taken the NCRC and 79 employers have signed Letters of Commitment. The following is a breakdown of completed NCRC by workforce in Region 3:

- Emerging NCRC: 39 completed
- Transitional NCRC: 335 completed
- Incumbent NCRC: 174 completed

**6. Job Growers Incorporated Will Leverage Assessment and Remediation/Training Opportunities in our Community by:**

- Job seekers who visit the WSO Oregon Centers will be encouraged to complete the Initial Skills Review. Individuals wishing to improve in math and reading will be able to access a number of online tutorials and remedial courses.
- Collecting an inventory of assessments and remediation and training opportunities of the many partners who have participated in the development of this strategic plan, including Oregon Employment Department, Community Colleges and Workforce Development, Vocational Rehabilitation, TANF Jobs program, DePaul Industries, the Mid-Willamette Valley Staffing Association, Chemeketa Community College and the 60 employers who belong to Job Growers sponsored industry consortia
- Convening all the partners to share the inventory information, and making it available, potentially using the 211 phone number as a resource
- Creating a “path to employment” map with this inventory information, so that, at each step along the way, there is a list of all the partners in the three counties who provide the resource. This map will be

distributed to partners, so that as many community agencies and partners as possible engage in a meaningful way and become a part of the workforce system.

- Exploring the possibility of a resource fair held possibly twice a year at the WorkSource Oregon Centers for the audience of both job seekers and partner agencies and businesses
- Utilizing Chemeketa Community College's Adult Basic Education classes and other remedial educational programs such as e-learning and possibly one-on-one tutoring in the WorkSource Oregon Centers of the tri-county area

#### **7. Job Growers plans to engage businesses to achieve the business engagement goals related to the NCRC by:**

- Engaging our partnerships with local chamber of commerce in the tri-county area to promote the benefits of their businesses using the NCRC, in as many ways as possible including the morning and evening "greeters" events, Chamber luncheons, etc.
- Engaging economic development partners including SEDCOR, the McMinnville Economic Development Partnership and the Oregon Business Development Department to help expand business contacts and their understanding of the NCRC credential and how using it can help their hiring practices and save them money
- Continuing to promote the NCRC with Job Growers sponsored industry consortia members, not all of whom have signed a Letter of Commitment thus far
- Using the membership of the Workforce Integration Network Team (WIN) to continually assess how we are achieving our target goals, and finding ways and community avenues in which to promote NCRC use

#### **8. How Job Growers plans to meet the criteria for implementing soft skills assessments (25 percent of NCRC targets) with the following groups:**

- 278 emerging workforce will have a soft skills assessment.
- 768 transitional workforce will receive a soft skills assessment.
- 111 employer Letters of Commitment in the three counties will express a preference for a soft skills assessment.
- Our youth programs already use soft skills assessments in various ways. We will encourage and mandate as far as possible the use of soft skills assessments prior to placement in internships or work experiences, especially as a prelude to taking the NCRC. This will allow the programs to remedy deficiencies.

Soft skills assessments with the transitional workforce will become more important than ever as their use intersects with the success of the other two strategies in this strategic plan. It will be crucial to assess as accurately as possible the skills of job seekers as we anticipate that many will want to access the skills sector packages. As we locate adult education remedial opportunities in the WorkSource Oregon Centers, we will be able to offer convenient remedial programs to our participants who are assessed as basic skills deficient.

Job Growers will encourage the use of soft skills assessments prior to participants accessing intensive or training services funded by the entire workforce system. We will continue to promote the availability of these assessments with all our private sector employer contacts.

We will obtain a Letter of Commitment (LOC) from businesses who prefer that NCRC holders receive a soft skills assessment because the case for a soft skills assessment is easier to make to employers. Although we have encountered reluctance on the part of employers to embrace the NCRC, nearly all employers reiterate the need for soft skills and support assessment of them before job placement or promotion of their incumbent workers.

**9. How implementation of a CWRC will integrate with other strategies in the plan:** Implementation of a CWRC in our local area will support and integrate with both strategies in our strategic plan in the following ways:

- It integrates with the Sector Strategy because it will be an invaluable tool for all job seekers who participate in the skills training packages to add this additional credential to being job ready.
- The System Innovation part of Job Growers' strategic plan, which consists of assessments, career/work readiness preparation and skills, integrates with the CWRC because they are the stepping-stones to successfully obtaining a credential. Through increased use of assessments, job seekers will gain a better understanding of what they lack, and what employers need. Employers will be assured that the job candidates they are interviewing have the essential skills needed to do the job.

### **STRATEGY 3: SYSTEM INNOVATION**

#### **1. Greater program alignment and integration:**

**a.** The System Innovation strategy Job Growers has chosen (assessments, career/work readiness and skill development) integrates all three strategies of this plan. Assessments are key to the Sector Strategy as they will allow the workforce system to appropriately advise job seekers as to which path to employment would be best for them, one of the skills sector packages or a vocational scholarship. Assessments also help work system staff recognize which job seekers are ready to go on to take the NCRC and become a part of their Certified Work Ready Community. They will also allow staff to refer to skills remediation those whose basic skill levels are low, and thus give these job seekers an opportunity to improve their skills and increase their employability.

Career and work readiness, and skills development go hand in hand and are essential to both Sector Strategy and Certified Work Ready Community. Career and work readiness activities aid job seekers in identifying the career paths in which they are likely to be the most successful and skill development opportunities aid and enhance that career path.

The ultimate goal of our programs is to put people to work and provide businesses a skilled and ready workforce. A crucial piece of this plan is to pro-actively engage partners that are not currently at the table.

The Region 3 integrated workforce team consists of representatives from the Oregon Employment Department and Job Growers who meet on a regular basis. For several weeks, we worked collaboratively to identify workforce programs that promote better alignment and leveraging of resources. Together, we identified the elements listed below as system innovation priorities that were adopted by the local workforce board. Our collaboration and partnership recognizes that additional workforce partners are needed to achieve our strategic vision. It is our intent to expand our integrated workforce team to include representatives from the Department of Human Services and other community based organizations. The following elements include:

- Assessment
- Career/Work Readiness and Preparation
- Skill Development

By fully integrating these system elements local partners will bring together their assets and leaders to create regional talent pools targeting existing strategic industries and their skills sets, and will increase economic development opportunities and job placement. A focus on these three elements will empower partners to provide skill development and career readiness for the emerging, transitional and incumbent workforce.



Program outcomes include:

- Business and industry will know exactly what foundational skills they need for a productive workforce and will know how to easily communicate their needs.
- Individuals will understand what skills are required by employers and how to prepare themselves for success.
- Consistent measurement of the skills gap will happen in a timely manner at the local levels.
- Educators will be able to identify skills gaps, via tools integrated into career pathways.
- Economic developers will have access to reporting tools to market and assess the quality of their workforce.

Realizing that all partner agencies are working with the same customers, we agree to work together to implement our collaborative efforts and streamline services to better prepare our workforce and eliminate duplication of services. By identifying common practices in services that contribute to “skilling up” and developing our workforce, we will address known gaps and leverage our limited resources.

The “Partners Table” below was developed when stakeholders and partners were convened to develop Region 3’s response to the Oregon Workforce Investment Strategy. The table captures the partner discussion and their commitment to the workforce strategies.

**Partners Table**  
**Proposed Level of Participation**

<b>Organization</b>	<b>Sector Strategy</b>	<b>Certified Work Ready Community</b>	<b>System Innovation</b>
Job Growers Incorporated Board of Directors	<ul style="list-style-type: none"> <li>▪ Identify priority industry sectors.</li> <li>▪ Engage private sector to identify and validate skills sets.</li> <li>▪ Establish outcomes for tracking performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sign the LOC for their organizations and encourage employees to obtain the certificate.</li> <li>▪ Act as ambassadors to promote the value of the NCRC.</li> <li>▪ Incorporate the NCRC as one of the factors used in organization's screening and hiring process.</li> <li>▪ Communicate with existing employees about the benefits of the NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set performance goals and measures to determine leveraging of resources, increased partnerships, and participants' success.</li> </ul>
Job Growers Incorporated	<ul style="list-style-type: none"> <li>▪ Identify skill gaps in the chosen sectors.</li> <li>▪ Replace the term "soft skills" terminology with "critical work readiness skills."</li> <li>▪ Define assessments used across the job seeker skill development continuum.</li> <li>▪ Broker customized training opportunities for incumbent and job seekers.</li> <li>▪ Ensure that assessment results are used to inform the pathway to achieving the dream job.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop standardized marketing "talking points" to maintain consistency of NCRC messaging throughout the system.</li> <li>▪ Develop standardized reporting tool across the system.</li> <li>▪ Implement an expanded schedule delivering NCRC sessions at each WSO center once a week.</li> <li>▪ Require the NCRC for participants receiving paid training.</li> <li>▪ Provide NCRC sessions to employers who want the service. Offer other assessments that businesses need.</li> <li>▪ Teach participants how to market themselves and their NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand partnerships to support the strategic plan and the Oregon Integrated Workforce Model.</li> <li>▪ Facilitate the leveraging of resources, reduce duplication, and streamline participant services.</li> <li>▪ Develop and implement more assessments, workshops, customized training, and job search activities.</li> </ul>
Oregon Employment Department	<ul style="list-style-type: none"> <li>▪ Provide labor market data for decision-making.</li> <li>▪ Survey employers to determine skill set needs.</li> <li>▪ Add job listings to the iMatchSkills program.</li> <li>▪ Utilize sector strategy purpose to inform UI claimant job search.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Train center staff to proctor the NCRC.</li> <li>▪ Provide classroom space and computers for NCRC testing.</li> <li>▪ Develop standardized marketing "talking points" to maintain consistency of NCRC messaging throughout the system.</li> <li>▪ Connect Veteran's Program to NCRC.</li> <li>▪ Teach participants how to market themselves and their NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure that all customers are aware of WSO services.</li> <li>▪ Hand off REA Claimants to Job Coach Services.</li> <li>▪ Support Orientation to Services activities.</li> </ul>

Organization	Sector Strategy	Certified Work Ready Community	System Innovation
Consortia (Private Sector)	<ul style="list-style-type: none"> <li>▪ Identify skills needed for occupations within industries.</li> <li>▪ Validate customized training curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Require the NCRC as a “value-add” to obtain job promotions.</li> <li>▪ Incorporate the NCRC as one of the factors used in organization's screening and hiring process.</li> <li>▪ Continually promote benefits of the NCRC to existing employees.</li> <li>▪ Support NCRC by signing Letter of Commitment (LOC) and encourage staff to obtain the certificate.</li> <li>▪ Act as ambassadors within business circles to promote the NCRC.</li> <li>▪ Validate standardized marketing “talking points.”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inform the WSO system about the quality of the job seeker.</li> <li>▪ Identify skills that job seekers are lacking.</li> <li>▪ Utilize the public workforce system for job listings, job candidates, and training.</li> </ul>
Chamber of Commerce	<ul style="list-style-type: none"> <li>▪ Identify alignment of the WSO system with other strategic initiatives.</li> <li>▪ Inform businesses about the public workforce system and encourage use of its services.</li> <li>▪ Utilize data about the workforce to promote job growth and expansion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support the achievement of a Certified Work Ready Community.</li> <li>▪ Promote the NCRC to businesses.</li> <li>▪ Secure Letters of Commitment from businesses.</li> <li>▪ Market the value of a Certified Work Ready Community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Encourage businesses to list job openings in the WSO system.</li> </ul>
Mid-Willamette Staffing Associations	<ul style="list-style-type: none"> <li>▪ Identify skills needed for occupations within industries.</li> <li>▪ Validate customized training curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Incorporate the NCRC as one factor used in the screening and hiring process.</li> <li>▪ Pilot evaluation processes to determine NCRC participant success.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interview referrals from the WSO system.</li> <li>▪ Evaluate participants who have completed short-term training to determine if they have the skills to be successful.</li> </ul>
Economic Development  Oregon Business Development Department	<ul style="list-style-type: none"> <li>▪ Get businesses to the table for discussion and decision-making.</li> <li>▪ Identify business workforce needs and solutions.</li> <li>▪ Utilize the workforce system to promote business expansion, retention, and recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote the NCRC to new businesses.</li> <li>▪ Utilize the data from the NCRC to ensure a ready workforce in the community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote to businesses the WSO system.</li> <li>▪ Stay informed of the ready and available workforce.</li> <li>▪ Ensure that businesses know and understand the WSO services.</li> <li>▪ Assure that workforce is at the</li> </ul>

Organization	Sector Strategy	Certified Work Ready Community	System Innovation
Chemeketa Community College	<ul style="list-style-type: none"> <li>▪ Develop and implement customized training programs.</li> <li>▪ Be prepared to provide on-site remedial, technical and vocational training.</li> <li>▪ Develop curriculum to meet the needs of low skilled workers.</li> <li>▪ Continue to identify career pathway opportunities.</li> <li>▪ Respond in a timely way to meet businesses and job seekers needs.</li> <li>▪ Provide training opportunities during non-traditional hours.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer students to the WSO so they can acquire the NCRC.</li> <li>▪ Proctor the NCRC.</li> <li>▪ Provide classrooms as test sites.</li> </ul>	<p>table in discussions.</p> <ul style="list-style-type: none"> <li>▪ Refer students to the WSO for job search and job placement.</li> <li>▪ Provide remediation services at the WSO (e.g., GED, ESOL, basic reading/math).</li> </ul>
Department of Human Services  Vocational Rehab TANF/Jobs SNAP	<ul style="list-style-type: none"> <li>▪ Use sector strategy information to guide participant services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advocate NCRC to meet special needs participants.</li> <li>▪ Promote the value of the NCRC.</li> <li>▪ Refer participants to take the NCRC at the WSO's.</li> <li>▪ Teach participants how to market themselves and their NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer participants to the WSO system.</li> <li>▪ Provide resources to support the Oregon Public Workforce System.</li> <li>▪ Identify efficiencies and reduce duplication.</li> </ul>
Youth Opportunity System	<ul style="list-style-type: none"> <li>▪ Utilize the sector approach to inform youth services particularly in work readiness preparation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Promote the NCRC to youth.</li> <li>▪ Enhance GED attainment goals using NCRC so youth understand and value their skills, confirming what they can “do.”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify and refer youth job seekers to the WSO system.</li> </ul>
Local High Schools	<ul style="list-style-type: none"> <li>▪ Use sector strategy data to inform student career exploration.</li> <li>▪ Utilize curriculum, training sites, classrooms to develop work ready and vocational skills of students.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrate a commitment to improving high school graduation rates.</li> <li>▪ Refer high school graduates to take the NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ When appropriate, refer students to WSO's for job search assistance.</li> </ul>
Oregon Human Development Corporation	<ul style="list-style-type: none"> <li>▪ Use sector strategy data to inform job seeker skills training.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer eligible participants to take the NCRC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer participants to the WSO Centers.</li> <li>▪ Identify resources to be shared among systems to benefit</li> </ul>

Organization	Sector Strategy	Certified Work Ready Community	System Innovation
Marion County Reentry Program	<ul style="list-style-type: none"> <li>▪ Utilize sector strategy data to inform job search and career exploration of participants.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Refer participants to take the NCRC.</li> <li>▪ Teach participants how to use their certificate to market skills.</li> </ul>	participants. <ul style="list-style-type: none"> <li>▪ Use the WSO Center services.</li> </ul>
All		<ul style="list-style-type: none"> <li>▪ Include NCRC language in job postings and descriptions.</li> <li>▪ Encourage citizens to obtain the General Educational Development (GED).</li> <li>▪ Announce and promote your preference that applicants have the NCRC.</li> <li>▪ Promote the benefits of the NCRC.</li> <li>▪ Affect an internal and external attitude about the NCRC, and view it as a value- add to the work we do.</li> <li>▪ Help job seekers understand and articulate their skills strengths to others.</li> <li>▪ Identify potential customers.</li> <li>▪ Become a proctoring site.</li> </ul>	
Oregon Workforce Partnership	<ul style="list-style-type: none"> <li>▪ Best practice information will be shared.</li> <li>▪ System wide performance data will be evaluated and analyzed.</li> <li>▪ Sector skills training will be shared</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice information will be shared.</li> <li>▪ System wide performance data will be evaluated and analyzed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Best practice information will be shared.</li> <li>▪ System wide performance data will be evaluated and analyzed.</li> </ul>

**b. System Inventory:** Our current Centers are located as follows:

- WSO Salem- Salem
- WSO Polk- Dallas
- WSO Yamhill- McMinnville
- WSO Woodburn- Woodburn

**How a fully integrated flow is being implemented:** OED and Title IB staff collaborate on providing services to job seekers as they arrive in the Centers. During the last year, Title IB created a service strategy to enhance the customer experience by engaging the job seeker upon entry to the Centers. This approach welcomes the customer with a “triage” approach to quickly assess and direct the customers according to their needs. Customers identifying interest in a path of skill development are referred to a “concierge” who directs them to a Title IB staff available for a one-on-one debrief. While components of this service strategy continue to evolve, the ultimate goal toward a more streamlined approach has been well received by customers. Over the next several months, WSO Center staff will continue to refine this service strategy as elements of the strategic plan and the local elements are incorporated.

WSO customers are met with volumes of information as first-time customers. Enrolling in the WSO system, registering in iMatchSkills, and completing the Initial Skills Review are key components of the first step toward accessing services. WSO staff is available to guide customers through these processes, answer questions, and troubleshoot areas of concern with every customer. Once enrolled, the customer spends time with staff in a one-on-one debrief to review his/her enrollment and learn about other resources, workshops, and opportunities to take advantage of as a customer.

WSO Center staff are implementing the Next Step Conversation elements in the one-on-one debrief to ensure that the Welcome debrief with the customer is a value-added service. Region 3 has a wide variance in volume of customers at each Center. While we are committed to ensuring that exceptional services are offered consistently across the board, we do recognize that there are factors making each Center unique.

The WSO Integrated Leadership Team, currently consisting of OED and Title IB managers, plays an instrumental role in the day-to-day operation of the Centers. Leadership recognizes opportunities to engage and collaborate with additional WIA funded partners as a way to further enhance the WSO customer experience and ultimate success. With recent stakeholder involvement, we plan to capitalize on these efforts to help us in furthering our comprehensive approach to serving the needs of WSO customers.

We currently have no plans for additional sites.

The local integrated leadership team and additional partners will explore opportunities for co-location and integrating additional partners in the WSO customer flow.

Other items of great importance to us include:

- Adequate staffing of the WSO resource areas; this is critical since that is where the bulk of our customers come to look for jobs. Computers loaded with the appropriate software, links to the Menu of Resources and Services and access to the Initial Skills Review assessment and tutorials are in place as the gateway to completion of the NCRC.
- Continuing to look at a variety of ways to share information with customers, i.e. daily/weekly group orientations, videos, brochures, loaded flash drives, etc.

- Increasing and enhancing conversations about skill development, career planning and intensive job search coaching.
- Exceeding customer expectations as a constant goal, and providing them with the services they need and expect from us. In turn, we have high expectations of our job seekers – to effectively use the services they obtain from us and reach their ultimate goal – job placement.
- Fine-tuning the way we market and promote all of our services. We will create talking points for WSO staff so they can professionally discuss what we have to offer, including the NCRC to job seekers and businesses alike.

**Timeline for Center certification:** The last year each Center was certified was 2007. Currently WSO Salem and Yamhill are scheduled for recertification January 2013 with WSO Polk and Woodburn to follow. Recertification will occur on an annual basis during the lifetime of this plan.

**How WSO Centers and other programs will support Sector Strategies and Work Ready**

**Communities:** Local inter-agency leadership meetings including the list of partners in the attached Partners Table will convene on a regular basis to discuss, plan and implement regional programs that will support our Sector and Certified Work Ready Community strategies.

The workforce system will share the administration of assessments including the NCRC and will work to ensure that all relevant assessment outcomes are shared with all partners for the benefit of system customers. The system will also strive to share best practices regarding career readiness and preparation, using the NCRC as a focus. The system will also collaborate on and share the skills sectors training packages that will be developed to support the targeted sectors of Office/Administrative/Computer Software and Manufacturing/STEM/Green and Clean Tech.

**2. Governance:** Job Growers will use a holistic evaluation approach that will focus on system accountability and not just silo program metrics to measure the effectiveness of this plan. The approach includes gathering and analyzing quantitative and qualitative data through such methods as individual interviews, focus groups, surveys, training evaluations, post-tests, and performance data. This data will be pulled and analyzed quarterly and applied to continuous improvement activities to ensure the plan's outcomes are met.

Updates will be provided and input sought from the Board and partners/stakeholders. Information will include: performance data, achievement of goals and outcomes, best practices, challenges and final products. See above for more information that is specific about how input will be collected.

Job Growers held the following meetings to obtain input into the development of the state strategic plan section one and two:

- April 24, 2012 launched the Governor's Workforce Vision with partners and stakeholders
- May 18, 2012 with Job Growers board members
- June 26, 2012 with partners and stakeholders
- August 9, 2012 with Job Growers board members and the public
- August 10, 2012 and August 24, 2012 with Job Growers partners, stakeholders and the public
- August 30, 2012 with Yamhill County Commissioners
- September 4, 2012 with Marion County Commissioners
- September 11, 2012 with Polk County Commissioners

**3. Barriers and Challenges:** The specific barriers/challenges that get in the way of implementation of our plan are presented in the following table.

<b>Barrier/Challenge</b>	<b>Root Cause</b>
Lack of active participating partners	Competing mandates and an unclear understanding of each agency's roles and expected contributions
Capacity	Limited funding which prevents us from staffing the needs of the customers.
Declining resources	Lack of federal and state funding
Economy	Increased unemployment and increased customer flow with no additional funding for staffing and/or declining funding.
Skill gaps	Unclear understanding of who needs what
Businesses' budget allowance for training	Declining resources and low priority when budgets need cutting
Lack of relevant work experience opportunities for emerging workforce	Local laws and businesses' ability and willingness to hire the inexperienced adult and youth

#### **4. Logic Model**

**Introduction:** The following logic model of our three strategies will allow the workforce system to track and periodically assess its work, understand how the three strategies synthesize the work, and will serve as a graphic for the magnitude of the partnerships already being undertaken.

**Strategy 1:** Design and Implement a job-training strategy that provides people with the essential, broad and transferable occupation skills needed to gain self-sustaining employment in the targeted industries. The following industries will be targeted: Manufacturing (including Food Processors); Natural Resources (including Agriculture); Professional and Business Services; Transportation and Warehousing. In addition, the following occupational groups will be targeted: Office, Administrative and Computer Software and Manufacturing/STEM/Clean and Green Tech.

**Strategy 2:** Bringing partners together to ensure that the region is certified as having a skilled and talented workforce by means of the use of the NCRC, a soft skills assessment and increased business engagement.

**Strategy 3:** The workforce system will provide broader systems alignment and increased joint accountability while engaging job seekers in career exploration and training by focusing on the following: assessment; career/ work readiness; and skills development.

Strategy	Agency/Program	Resources	Activities	Outcomes
#1	Job Growers Incorporated	<ul style="list-style-type: none"> <li>• Knowledgeable staff</li> <li>• Local employers including Job Growers sponsored Consortia employers</li> <li>• Workforce Investment Act funds</li> </ul>	<ul style="list-style-type: none"> <li>• Solicit employer involvement and advice</li> <li>• Research skills and training activities coordinate efforts to craft skills curriculum</li> <li>• Investigate innovative ways to involve the Hispanic population in engagement with the skills curriculum</li> <li>• Contact employers for potential OJT sites and location for hands-on training</li> <li>• Train staff to act as resident experts</li> <li>• Explore using curriculum with Youth Opportunity System</li> <li>• Connect regularly with partners for system coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Improved job placement</li> <li>• Retention</li> <li>• Wage gain</li> <li>• Improved customer and business satisfaction with the workforce system</li> </ul>
#1	Oregon Employment Department	<ul style="list-style-type: none"> <li>• Knowledgeable staff</li> <li>• Wagner-Peyser funding employer contacts</li> <li>• Employer input</li> <li>• Employer and customer satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Refer WSO customers to skills training opportunities</li> <li>• Connect businesses to job seekers</li> <li>• Connect local employers to skills curriculum development opportunities</li> </ul>	Same as above
#1	Economic Development organizations (SEDCOR, MEDP)	<ul style="list-style-type: none"> <li>• Industry involvement</li> <li>• Industry knowledge and contacts</li> </ul>	<ul style="list-style-type: none"> <li>• Assist the Workforce System with crafting the skills curriculum to meet local industry needs</li> <li>• Review the skills curriculum from time-to-time to ensure skills curriculum is current and meets industry needs</li> <li>• Guide the workforce system in predicting future needs</li> </ul>	Same as above
#1	Chemeketa Community College	<ul style="list-style-type: none"> <li>• Occupational Skills Training Program</li> <li>• Expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Explore potential coordination of skills curriculum graduates with little or no work experience with Occupational Skills Training Program</li> </ul>	Same as above
#1	DHS (TANF, OVRS, SNAP)	<ul style="list-style-type: none"> <li>• Source of potential customers</li> </ul>	<ul style="list-style-type: none"> <li>• Refer potential customers to WorkSource Oregon Centers for skills training</li> </ul>	Same as above
#1	Organized Labor (Central Labor Council/IBEW)	<ul style="list-style-type: none"> <li>• Expertise in manufacturing and STEM skills</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input to skills curriculum development</li> </ul>	Same as above

Strategy	Agency/Program	Resources	Activities	Outcomes
#2	Job Growers Incorporated	<ul style="list-style-type: none"> <li>• Staff trained as proctors</li> <li>• Ability to require soft skills assessment and NCRC prior to Job Growers financial assistance</li> <li>• Consortia employers to sign LOCs and promote NCRC and soft skills assessments</li> <li>• Partnerships to assist with referrals, promotion and proctoring</li> <li>• Four youth program contractors using an promoting assessment</li> <li>• Workforce Investment Act funding</li> </ul>	<ul style="list-style-type: none"> <li>• Educate emerging, transiting and current workforces and employers on the value of NCRC and softs skills assessments, expand the delivery of NCRC, increase the number of certified proctors</li> <li>• Teach participants how to market themselves and their NCRC</li> <li>• Approach employers to support and recognize the NCRC and soft skills assessment</li> <li>• Implement delivery of a soft skills assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Improved job placement</li> <li>• Retention</li> <li>• Wage gain</li> <li>• Improved customer and business satisfaction with the workforce system</li> </ul>
#2	Oregon Employment Department	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Employer contacts</li> <li>• Computers</li> <li>• Classroom space</li> </ul>	<ul style="list-style-type: none"> <li>• Proctor the NCRC</li> <li>• Promote assessments with customers and employers</li> </ul>	Same as above
#2	Economic Development Agencies	<ul style="list-style-type: none"> <li>• Employer contacts and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Connect the Workforce system to employers willing to use and promote assessments</li> </ul>	Same as above
#2	Additional Social Service Partners that include: DHS, OHDC, Marion County Reentry Program, and Easter Seals	<ul style="list-style-type: none"> <li>• Emerging and Transitioning Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Promote the NCRC and softs skills assessment with program customers</li> </ul>	Same as above
#2	Education Partners that include: Chemeketa Community College and Local High Schools	<ul style="list-style-type: none"> <li>• Emerging and Transitioning Workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and support NCRC and soft skills assessments</li> </ul>	Same as above

Strategy	Agency/Program	Resources	Activities	Outcomes
#3	Job Growers Incorporated	<ul style="list-style-type: none"> <li>• Job Growers staff</li> <li>• WIA funding</li> </ul>	<ul style="list-style-type: none"> <li>• Engage partners in increased collaboration to produce a better aligned, more efficient and more responsive workforce system</li> <li>• Engage partners to form unified point of contact for local businesses</li> <li>• Increase efforts to provide seamless services for job seekers</li> <li>• Use the sector strategy to create a community conversation around better integration of services</li> </ul>	<ul style="list-style-type: none"> <li>• Improved job placement</li> <li>• Retention</li> <li>• Wage gain</li> <li>• Improved customer and business satisfaction with the workforce system</li> </ul>
#3	Oregon Employment Department	<ul style="list-style-type: none"> <li>• Knowledgeable staff</li> <li>• Employer contacts</li> <li>• Customer and employer satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>• OED and Job Growers staff visit businesses together</li> <li>• Greater alignment of staff activities</li> <li>• Sharing of customer and business referrals</li> <li>• More joint meetings</li> </ul>	Same as above
#3	Chemeketa Community College	<ul style="list-style-type: none"> <li>• Customized training</li> <li>• Vocational training</li> <li>• Curriculum development expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Refer students to WorkSource Oregon Centers for job services and placement</li> <li>• Provide remediation services at the WSO Centers such as GED, ESL, basic reading and math</li> <li>• Link NCRC to employers</li> </ul>	Same as above
#3	DHS	<ul style="list-style-type: none"> <li>• Funding for support services</li> <li>• Temporary Assistance to Needy Families funding</li> <li>• Food stamp program</li> <li>• Training for disabled job seekers</li> </ul>	<ul style="list-style-type: none"> <li>• Share DHS new national assessment screening with partners</li> <li>• JOBS Plus connection leading to OJT</li> <li>• Recommend or require NCRC for TANF and Food Stamp recipients</li> <li>• Refer participants to WorkSource Oregon Centers</li> <li>• Identify efficiencies and reduce duplication</li> </ul>	Same as above
#3	Economic Development Organizations	<ul style="list-style-type: none"> <li>• Connections to area employers</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating workforce system services to area employers, both for incumbent workforce training and training job seekers to be employed in new businesses brought to the area</li> </ul>	Same as above

**Outcomes Measures Table:** The following table shows how each partner will contribute to strategic plan outcome targets.

Measure	Program	Target for PY2013	Target for PY2014	Target for PY2015
<p><b>1. Placement:</b> 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 type="checkbox"/> Set targets when data becomes available</p> <p><input type="checkbox"/> Do not set targets until notified</p>	<b>WIA Title IB (adult, youth and dislocated worker combined)</b>	66.5%	67.5%	68.3%
	<b>WIA Title II</b>	32.7%	32.1%	32.9%
	<b>WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)</b>	66.5%	67.4%	68.2%
	<b>WIA Title IV - Vocational Rehabilitation</b>	55.2%	56.0%	56.8%
	<b>Temporary Assistance for Needy Families (TANF)/JOBS</b>	37.8%	39.1%	39.9%
	WIA Title IB Youth			
	WIA Title IB Adult			
	WIA Title IB 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><b>2. Retention:</b> Percent of customers employed in four continuous quarters after completing services. (Source: PRISM)</p> <p><input type="checkbox"/> Submit targets with strategic plan</p>	<b>Program</b>	<b>Target for PY2013</b>	<b>Target for PY2014</b>	<b>Target for PY2015</b>
	<b>WIA Title IB (adult, youth and dislocated worker combined)</b>	55.6%	56.4%	57.2%
	<b>WIA Title II</b>	61.5%	62.3%	63.1%
	<b>WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)</b>	61.4%	62.2%	63.0%
	<b>WIA Title IV - Vocational Rehabilitation</b>	63.6%	64.4%	65.2%





<input type="checkbox"/> Do not set targets until notified	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)	

# **JOB GROWERS INCORPORATED**

## **LOCAL WORKFORCE PLAN**

### **SECTION II COMPLIANCE**

**January 1, 2013 – June 30, 2014**

## A. TRANSPARENCY

1. Please include documentation that opportunity for public comment on, and input into the development of the local workforce investment plan, was provided prior to its submission to the state.

Job Growers held the following meetings to obtain input into the development of the state strategic plan section one and two:

- April 24, 2012 launched the Governor's Workforce Vision with partners and stakeholders
- May 18, 2012 with Job Growers board members
- June 26, 2012 with partners and stakeholders
- August 9, 2012 with Job Growers board members and the public
- August 10, 2012 and August 24, 2012 with Job Growers partners, stakeholders and the public
- August 30, 2012 with Yamhill County Commissioners
- September 4, 2012 with Marion County Commissioners
- September 11, 2012 with Polk County Commissioners

2. Please include documentation that copies of the proposed local plan were made available to the public (through such means as public hearings and local news media).

Job Growers made electronic copies of the proposed local plan available to the public through the Job Growers' website at [www.jobgrowers.com](http://www.jobgrowers.com) and sent a final draft to the partners and stakeholders that participated in the work sessions. Hard copies were made available upon request. In addition, Job Growers posted in the Statesman Journal and the McMinnville News Register Guard the request for the public to visit the Job Growers' website for copies of the proposed local plan.

3. Please provide documentation that the LWIB provided at least a 30-day period for comment by the local board and members of the public, including representatives of business and labor organizations, prior to its submission to the Governor.

Job Growers made electronic copies of the proposed local plan available to the public through the Job Growers' website at [www.jobgrowers.com](http://www.jobgrowers.com). Hard copies were made available upon request. In addition, Job Growers posted in the Statesman Journal and the McMinnville News Register Guard the request for the public to visit the Job Growers' website for copies of the proposed local plan.

## **PUBLIC NOTICE**

**PUBLIC NOTICE** is hereby given that Job Growers Incorporated requests comment on their Strategic Plan. The Plan is available for review and comment at [www.jobgrowers.com](http://www.jobgrowers.com) until Friday, Oct. 12, 2012. Written comments may be directed to [reception@jobgrowers.com](mailto:reception@jobgrowers.com).

Statesman Journal Sept. 12, 18, 24 & Oct. 1, 2012

## **PUBLIC NOTICE**

**PUBLIC NOTICE** is hereby given that Job Growers Incorporated requests comment on their Strategic Plan. The Plan is available for review and comment at [www.jobgrowers.com](http://www.jobgrowers.com) until Friday, Oct. 12, 2012. Written comments may be directed to [reception@jobgrowers.com](mailto:reception@jobgrowers.com) NR Published September 12, 19, 26, October 3, 2012

4. Please show that information about the plan was made available to the public on a regular basis through open meetings.

The plan will be made available to the public at the Job Growers Incorporated Board and the Mid-Willamette Jobs Council meeting scheduled for October 24, 2012.

5. If applicable, please submit any comments received that express disagreement with the plan to the Governor along with the plan.

The plan reflects the below comments received from the public comment period:

### Comment 1-

Targeting sectors based on common skills rather than industries allows the workforce system to target the skills used by workers in many state agencies located in Salem. These include the state Department of Transportation, Department of Environmental Quality, Department of Agriculture and others. Oregon Employment Department listed approximately 1,500 job openings in these occupational groups from July 1, 2011 through June 30, 2012.

“This paragraph should be re-written to make it inclusive of all industry – public and private. The way it is written sounds like we are training workers for public employment.”

### Comment 2-

“With Marion County ranking first among all Oregon counties in the value of farm-gate sales, it seems an advantage to state specifically the ways job training programs can meet the needs of current and future employers in agriculture. While your strategy targets occupations related to natural resources (including Agriculture), the plan only mentions forestry-related jobs yet omits agriculture-related jobs. When Marion County is known for the variety of products made here from crops and farm products, it seems a strategic advantage to include this important part of the local economy.

There are two other reasons to include ag-related jobs in the strategic plan. Salem Mayor Anna Peterson has declared agriculture and ag-related jobs as her top economic development priority for the City of Salem. Marion County Commissioners are revising and clarifying policies on land zoned for exclusive farm use in an effort to be less restrictive when agricultural producers seek to adapt their businesses to changing markets and conditions.

The Job Growers Strategic Plan mentions SEDCOR on page 5, but does not identify specific strategies for collaboration. SEDCOR's IMOM training is not mentioned, yet IMOM is a proven training program that meets the needs of employers, especially SEDCOR member organizations and ag-related employers. It is suggested that the Strategic Plan can be strengthened by including how Job Growers will employ the IMOM



program to further the effectiveness of targeting the Manufacturing/STEM sector, especially as it relates to jobs in the agriculture and ag-related sector.”

## **B. GOVERNANCE (20 CFR 661.350)**

### **1. Local Board Description**

- a) Describe your local Workforce Investment Board: composition; membership and organizations they represent; structure, including any sub-committees; legal status; how staffed; etc. Who are the Chief Local Elected Officials and how do they interact with governance of the Board?

See **Exhibit A** for the Job Growers Incorporated Board membership list.

See **Exhibit B** for the Job Growers Incorporated Articles of Incorporation.

See **Exhibit C** for the Job Growers Incorporated Bylaws describing board committees.

See **Exhibit D** for the Memorandum of Agreement among Mid-Willamette Jobs Council and the Enterprise for Employment and Education (now Job Growers Incorporated)

See **Exhibit E** for a listing of the Mid-Willamette Jobs Council consisting of the Marion, Polk and Yamhill County Commissioners.

On 4/30/07, Job Growers Incorporated previously named the Enterprise for Employment and Education became incorporated and became its own fiscal agent July 1, 2008. The Governor designated Job Growers as the Local Workforce Investment Board for Region 3 in July 2007.

The Chief Local Elected Officials consist of the nine county commissioners of Marion, Polk and Yamhill Counties, who continue to sit as the Mid-Willamette Jobs Council Board of Directors under the 1974 charter designating the body as an ORS 190 organization. Three of the commissioners, one from each county, are selected by their fellow commissioners to sit as members of the Job Growers Incorporated Board and Executive Committee. The full Jobs Council Board of Directors appoints the membership of the Job Growers Incorporated under Section 117 of Title IB of the WIA, and reviews significant actions of Job Growers, such as review and approval of this unified plan, and the annual budget.

The Executive Director is an Officer of the Corporation and shall not be a member of the Board. She supervises the day-to-day operations of the Corporation, makes recommendations to the Board on all matters for which such recommendations are requested by the Board and otherwise performs all duties and functions assigned to the Executive Director by the Board.

- b) Describe the relationship and the functional separation between the board/board staff and service delivery providers. Please include any organization charts if available.

On December 14, 2009, the Department of Community Colleges and Workforce Development, on behalf of Governor Kulongoski designated the Enterprise for Employment and Education, renamed Job Growers Incorporated to provide and manage the delivery of Workforce Investment Act Title IB Adult, Dislocated Worker and appropriate youth Core and Intensive services through the WorkSource Oregon system. This decision allowed Job Growers to reduce the administrative costs of services,

ensure more funding for training and retraining activities for eligible participants, and manage direct outcomes of the program.

Training services are provided by Chemeketa Community College and other private/public training institutions that list their courses on the Eligible Training Provider List (ETPL). In addition, customized training services are offered by Chemeketa Center for Business and Industry.

Youth services are contracted out through four providers that make up the Youth Opportunity System (YOS). Youth services are procured every three years with an option to renew at the end of each year. Job Growers will be procuring youth services again for Program Year 2013.

Please refer to **Exhibit F** for the organization chart.

- c) If your board was certified by the governor as an alternative entity, describe how mandated partners who are not members will access the board.

N/A

- d) Describe your youth council, its membership, and how it will carry out its responsibilities for the coordination of local youth services and programs.

The Youth Council is a subcommittee of the Job Growers Incorporated Board of Directors (see **Exhibit C**). The Council mission is to support Job Growers by providing youth with opportunities for professional growth through education and training programs improving work readiness. Members are selected based on their interest in youth workforce development. Members include:

- Members of the local board with special interest or expertise in youth policy;
- Representatives of youth service agencies, including juvenile justice and law enforcement;
- Representatives of local public housing authority;
- Parents of eligible youth seeking assistance;
- Individuals, including former participants, and representatives of organizations, that have experience relating to youth activities;
- Representatives of Job Corps; and
- Other private sector partners and public workforce stakeholders.

The Youth Council meets quarterly, with additional meetings as necessary to accomplish goals. Because quorum at meetings is important, poor attendance by members may result in their seat on the council being filled by someone else. The Council Chair is selected from among private sector Job Growers Board members and appointed by the chairperson of the Board. Decisions will be made by consensus, except in those situations where a formal vote is required. When a vote is taken, members with a real or perceived conflict of interest shall abstain from voting. All meetings will be conducted in accordance with public meeting laws.

The duties of the Youth Council include:

- Developing the portions of the local plan relating to eligible youth, as determined by the chairperson of the local board;
- Recommending eligible providers of youth activities to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities;
- Conducting oversight with respect to eligible providers of youth activities in the local area;
- Coordinating youth activities in the local area; and
- Other duties determined to be appropriate by the chairperson of the local board.

The purpose of the Youth Council is to provide expertise in youth policy and to assist the local board in:

- Developing and recommending local youth employment and training policy and practice;
- Broadening the youth employment and training focus in the community to incorporate a youth development perspective;
- Establishing linkages with other organizations serving youth in the local area; and
- Taking into account a range of issues that can have an impact on the success of youth in the labor market.

- e) Describe the process your L/RWIB utilizes to assure that the One-Stop system meets the intent, rules, regulations, and requirements of the WIA Title IB program (e.g., monthly performance, fiscal reports to board, etc.)

Job Growers Incorporated utilizes two processes to assure compliance:

- The WorkSource Oregon subcommittee conducts a certification process consisting of a compliance review based on the WorkSource Oregon checklist approved by the Oregon Workforce Investment Board and a site visit to discuss goals, challenges, priorities, and continuous improvement.
- The staff utilizes the findings and recommendations of the annual state monitoring visit to identify areas for improvement.

In addition, the Board approves the WorkSource Oregon budget annually and provides policy guidance for the system. The One-Stop System certification performed by the WSO Committee and other board members is scheduled to occur in January 2013. A summary report will be distributed to the Board in February 2013.

- f) Discuss how the local board will be educated on their role, engaging all local partners, and providing guidance to the local workforce system.

Job Growers Incorporated staff provides a board member orientation to all new board members, and a membership binder that includes a manual as well as ancillary materials. A Board Development subcommittee meets monthly to address board member recruitment, retention, and education.

## 2. Partnerships

### a) Describe any special characteristics of the partnerships (e.g. consortia).

Job Growers Incorporated is a key partner/facilitator for a number of partnerships:

- The Local Integrated Leadership Team, which consists of the Employment Department Area Manager, WorkSource Center Managers and staff from the four WorkSource Oregon Centers
- To address business recruitment and retention, Job Growers facilitates the Workforce Integration Network (WIN) Team, which includes economic development, WorkSource Oregon, Chemeketa Community College, the Mid-Willamette Staffing Association.
- The Mid-Willamette Metals Consortium, the Mid-Willamette Secondary Woods Consortium, the Mid-Willamette High Performance Consortium and Mid-Willamette Food Processors Consortium
- The Marion County Reentry Initiative group working to better reintegrate ex-offenders into the workforce and community
- The Mid-Willamette Staffing Association
- Early Learning Childhood Education
- Marion County Economic Development Advisory Council
- Mid-Willamette Valley Community Development Partnership

### b) Please describe and attach any board issued policies, memoranda, or directives that require and support integration of workforce services (both strategic and service delivery oriented).

Job Growers Incorporated follows the Department of Community Colleges and Workforce Development employment Department Compass Policy for Alignment and Integration of the WorkSource Oregon System, Joint Policy No. 02-10.

In addition, Job Growers Incorporated implements the Oregon Workforce Investment Board Policy – WorkSource Oregon Definitions and Center Certification, Policy No. 11-01 that requires One-Stop Service Centers and gives the local board the responsibility of certifying the standards for the Centers within criteria established by State Workforce Investment Boards.

For additional information, please see **Attachment G**, the Memorandum of Understanding.

### c) Describe how all the local partners were engaged in the development of this plan. Include:

- i. Business;
- ii. Labor;
- iii. Education;
- iv. Community and Economic Development; and
- v. Local Tribal Nations.

Local partners, board members, county commissioners, labor, contractors, community based organizations, state agencies, private employers and economic development partners were invited to a strategic planning launch on April 24, 2012 for the purpose of introducing the attendees to the Governor's Workforce vision and the Strategic Planning next steps. A subsequent meeting on June 26, 2012 defined the strategic vision and key



strategies identified in the Governor’s Workforce Plan and described the engagement process that would be used once the guidelines and instructions were made available.

On August 9, 2012, the Job Growers Incorporated Board of Directors met and reviewed recommendations for three focus areas, which included Sector Strategies, Work Ready Communities, and System Innovation. Their recommendations were then shared with partners and stakeholders at a meeting on August 10, 2012. On August 24, 2012, Job Growers provided the partners and stakeholders a summary of their comments to ensure that we heard them correctly and they validated their level of commitment as stated in the “Partners Table” on page 22 in section one.

In September, the plan was posted for public comment and particular effort was made to distribute the draft plan to all partners and stakeholders that participated in any one of the four meetings mentioned above.

Our current relationship with Tribal Nations is limited. Job Growers Incorporated will continue to strategize outreach methods for the purposes of building partnerships and leveraging resources to meet the workforce needs of our region’s tribal citizens. We have had difficulty finding the appropriate, consistent, engaged representation we would like from the Tribal Nations on the Job Growers Board.

**C. DESCRIPTION OF ONE-STOP DELIVERY SYSTEM (20 CFR 661.350 – 661.355, 20 CFR 662)**

1. Describe your local area delivery of core, intensive and training services. Please provide documentation of your system showing all service delivery sites and how core, intensive and training services are delivered at each site and by workforce partners (**See Attachments A through D**).

Currently, Job Growers and the Oregon Employment Department deliver core, intensive and training services in the WSO following the State recognized integrated model. There are a few additional partners scattered throughout the four WSO’s in Region 3 and are reflected in **Attachments A through D**. As you can see from our approach to redefining the workforce system, we intend to expand our partnerships and service providers to include others who are part of the integrated workforce system. By focusing on expanding partnerships, we will leverage resources, grow the system, eliminate duplication, and identify efficiencies.

Specifically, Job Growers is responsible for:

- Making core services universally available and readily accessible through the Centers;
- Referring customers to required Workforce Investment Act (WIA) workforce partner programs whose services are not available at the Centers;
- Sharing the operating costs of the local WorkSource Oregon service delivery system;
- Implementing a service integration model that focuses on skill assessment, validation, and enhancement to develop a higher skilled workforce for local employers.

The WorkSource System in Region 3 is configured as follows:

- Four full-service WorkSource Oregon One-Stop Centers operate in Marion County (Salem and Woodburn), Polk County (Dallas) and Yamhill County (McMinnville).
- These Centers house Oregon Employment Department and WIA IB staff, and provide space as needed for other partner staff. Such partners may include providers of Older Worker Programs under Title V of the Older Americans Act, DHS-Office of Vocational Rehabilitation Services and various local education agencies and community based organizations such as Easter Seals. Such configurations vary by Center based on local workforce needs.
- All Centers offer a full array of services. Basic core services are offered on a universal basis. Staff assisted core services and all further services are offered as resources allow. The majority of the WIA IB intensive and training services and data management is provided through the full-service Centers.
- All Centers continue to maintain virtual and actual linkages with other public service agencies, the K-12 system, private vocational providers and community based organizations.
- Special access for hard-to-serve individuals such as limited English speakers and disabled persons are part of all Centers' service delivery design and are in accordance with the region's method of administration (MOA) agreement.

Eventually, the following partners: Oregon Employment Department; Oregon Department of Human Services (DHS), Self-Sufficiency Program, and the Office of Vocational Rehabilitation Services (Office of Vocational Rehabilitation Services will better coordinate and collaborate with WorkSource Oregon Centers to serve clients as seamlessly as possible.

2. Describe the process for selection and designation of the One-Stop operator.

Job Growers Incorporated chose to self-designate a consortium of required One-Stop partners as allowed for in Section 121(d)(2)(A)(II) Section 117 (f) (2) of the WIA to operate as the operator system of WorkSource Oregon Centers in Region 3. This consortium, and its system of WorkSource Oregon One-Stop Centers throughout Region 3, is named WorkSource Oregon/Job Growers.

3. Describe how the local board will ensure the continuous improvement of eligible providers of services through the system.

The Board's Strategic Plan Strategy 4 "Align Job Growers' organization to meet the key strategies" addresses a continuous improvement system to increase alignment, integration and effectiveness. Through this process, the Board will look to eliminate duplication and better leverage available resources. Job Growers Incorporated key strategies can be found at [www.jobgrowers.com](http://www.jobgrowers.com).



4. Describe how the local board will ensure that such providers meet the employment needs of local employers and participants.

The governing board is comprised of public and private entities, leaders and governmental entities that represent our tri-county region. Bringing businesses together in consortia, along with labor organizations, economic development organizations, and educational institutions creates coordinated solutions to workforce and other issues, provides for learning exchange opportunities, and contributes to the competitiveness of the region.

The Workforce Integration Network (WIN Team) works to provide business solutions to local businesses. The WIN team provides a single point of contact for all business recruitment efforts in Marion, Polk and Yamhill counties, which creates a seamless delivery system that helps support workforce training and retention. Together, this team provides coordinated access to a vast network of resources to help businesses locate, grow and thrive within the tri-county area. The team meets on a regular basis, discusses business needs and seeks a solution. These discussions help inform SEDCOR, Oregon Business Development Department, Chemeketa Community College, Job Growers and the Oregon Employment Department.

5. Describe and provide an assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs if any are justified.

Job Growers procures classroom-training activities from community colleges and private training vendors. These opportunities may be funded from a variety of sources, including self-support (i.e. customer pays a portion of the training cost), WIA IB, college work-study programs, Office of Vocational Rehabilitation Services funding, student grants and loans, etc.

Certain employers involved in OJTs, Occupational Skills Training, Cooperative Work Experience, etc. offer training activities. Again, these may be funded by a variety of sources. OJT, which may not include academic training, is usually funded by WIA IB or Office of Vocational Rehabilitation Services in Region 3.

Job search assistance and job readiness opportunities are offered by WIA IB and Oregon Employment Department staff in the Centers. These services are also offered by Temporary Assistance to Needy Families and JOBS staff in the Temporary Assistance to Needy Families branches, Office of Vocational Rehabilitation Services, Older Worker Program providers, local education agencies and community and faith-based organizations.

As Job Growers engages in a skills based approach, it will need to evaluate the availability of training and identify new training opportunities. Job Growers will be doing this by targeting two skills based sectors with extensive employer involvement.

For a description of the local ITA system, please refer to section K.

6. Describe how customers access core, intensive and training services in your local One-Stop system, including non- and limited-English speakers, people with disabilities, Temporary Assistance to Needy Families clients and others with barriers to employment, by site.

Job seekers and employers are made aware of the WorkSource Oregon Centers' services through public information and other efforts, such as employer job fairs, referrals from partner agencies, community-based organizations, business association meetings and directories, word-of-mouth among job seekers, etc. Interested parties may access information by phone or in person. All WorkSource Oregon job seekers test the labor market through job search during and after core and intensive services.

Non-registered core services, based on self-directed use of the resource room, are offered on a universal basis. Job seekers participate in job search while using basic core services. If they cannot obtain employment through core services, and if funds allow, they may receive further services, funded by WIA IB or by another partner, such as JOBS or Office of Vocational Rehabilitation Services. Further services funded by WIA IB are offered in the following sequence:

1. Staff supported core services, funded by WIA IB and offered in the WorkSource Oregon Centers. These services include such activities as job search assistance, information and referral for support services, etc.
2. If employment is still not obtained, customers may move into intensive services. These services, which are more staff intensive, can include individual career guidance, adult basic education classes, and/or training services.
3. If suitable employment is still not obtained, the person may be considered for short-term training.

All customers entering a WorkSource Oregon Center are encouraged to have their skills validated and if appropriate enhanced or upgraded. A minimum of three functional teams comprised of the Oregon Employment Department and Job Growers guide customers through the various steps of the process.

- a) The Welcome team greets the customer and facilitates registration and Initial Skills Review (ISR) if the customer wishes to participate in the ISA at that time. If skill upgrade is appropriate, the customer is scheduled to meet with the Skill Development team. If not appropriate, the customer is referred to the self-directed resource area or directly to the Business Services team for employment.
- b) The Skill Development team works with customers to develop a skill enhancement strategy/program to remediate skill deficiencies identified in their skills review or more industry specific assessments for high demand jobs. If the customer did not complete the ISA at the time of registration, they will be encouraged to participate at this time. The team continues working with that customer until remediation is achieved and the customer is ready for employment, at which time the customer is referred to the Business Services team.
- c) The Business Services team, working with area employers who offer jobs in in-demand occupations, works with customers to match their skills with the needs of local employers.

At any point in the process, they may be referred to other partners, such as the Office of Vocational Rehabilitation Services, JOBS, and community-based organizations.

Also, refer to #7 below.

- a) Describe the criteria used for determining whether Title I funds are limited for adult employment and training activities, and the process by which any priority will be applied by the One-Stop Operator.

Job Growers will review the annual budget to determine if funds are sufficient to meet the needs of job seekers, youth, and businesses in Workforce Region 3. If need is greater than the annual budget, priority of service shall be given to recipients of public assistance and other low-income individuals for intensive and training services. Veterans and eligible spouses receive priority for the receipt of WIA-funded employment, training and placement services.

In the event that WIA adult funding resources are limited, intensive and training services will be prioritized in the following order:

1. Recipients of public assistance and other low-income individuals at or below 70% of the lower living income guidelines.
2. Recipients of public assistance and other low-income individuals at or below 100% of the lower living income guidelines.
3. Recipients of public assistance and other low-income individuals at or below 200% of the lower living income guidelines.
4. Any other resident of the local workforce area who is unemployed, underemployed, or employed and needs re-training or skills upgrade.

For a complete description, please refer to **Job Growers' Policy 300-25, Priority of Service** <http://www.jobgrowers.com/sites/default/files/policy300-25.pdf>

- b) Describe any populations prioritized for services, other than, those required for Title I, and the process used to determine the need/ eligibility for prioritization.

Populations prioritized for services:

1. Recipients of public assistance and other low-income individuals at or below 70% of the lower living income guidelines.
2. Recipients of public assistance and other low-income individuals at or below 100% of the lower living income guidelines.
3. Recipients of public assistance and other low-income individuals at or below 200% of the lower living income guidelines.
5. Any other resident of the local workforce area who is unemployed, underemployed, or employed and needs re-training or skills upgrade.

Process used to determine the need/eligibility:

In order to establish priority of service, program participants are requested by staff to provide documentation to verify receipt of public assistance upon enrollment in intensive or training services. This documentation is retained in the participant's file and entered into an electronic records system. If a participant becomes eligible for public assistance after enrollment, they will receive priority of service once documentation of assistance is

provided to Job Growers. Job Growers staff makes every attempt to obtain this information from all program participants in the event that funds become limited.

For a complete description, please refer to **Job Growers' Policy 300-25, Priority of Service** <http://www.jobgrowers.com/sites/default/files/policy300-25.pdf>

7. Describe your local system's integrated service strategies to meet the needs of specific population groups or customers. These can be populations targeted through your local strategic planning process, local priority customers, or any specific populations receiving an integrated set of services. Populations to be included are:

a) Non-English and Limited-English speakers

Customers and staff continue to identify services to non-English speakers as a critical need. Three of the four WorkSource Oregon Centers have bilingual staff (English/Spanish and English/Russian, as appropriate) on-site. The Polk County Center has access to on-site bilingual staff as needed. All Centers offer all written materials in English and Spanish. Woodburn offers signage in five different languages to meet customer needs. As funding allows, and as clients are appropriate, they can be referred to many services such as Chemeketa Community College's ESL programs, and Oregon Human Development Corporation's services.

ESL instruction is offered on all Chemeketa Community College campuses and at additional satellite locations. ESL instruction is also provided by Mid-Valley Literacy. Classes cover a continuum of skill levels including reading/writing, conversation and integrated skills. Workplace basic skills are integrated into the regular curriculum. Access to these services will continue to exist through the network of partnerships and service providers in the region, as well as through efforts to have bilingual staff and written materials accessible in each Center.

b) People with disabilities

To insure appropriate planning for individuals and to enhance employment opportunities, Oregon Vocational Rehabilitation Services regularly participates with WorkSource Oregon Center staff in joint staffing for mutual clients. Additionally, the Oregon Employment Department resources provide links to state and federal projects designed to serve those with disabilities.

Center resource rooms can accommodate job seekers with sight impairment with a computer program called "Jaws" which provides oral instructions for computer use.

Chemeketa Community College, through its Disability Services Department, may also provide resources for Center customers. The college uses a variety of adaptive equipment and technology for students in basic skills programs and other education and training services.

c) People with low basic skills

Chemeketa Community College, and other local partners, such as Oregon Human Development Corporation and Mid-Valley Literacy, throughout the region, offer Adult

Basic Skills and Adult Secondary classes. Classes may be offered during the day, the evening and on Saturdays. Instruction is delivered through facilitated, individualized instruction and content specific group instruction. Workplace basic skills are integrated into the regular curriculum.

In addition, ABE/GED classes are offered on-line and may be accessed through Center resource rooms. Region 3 also promotes participation in ABE/GED services through written materials demonstrating the benefits of improving these skills, such as wage gains, etc. To promote area-wide access to skills development, all WorkSource Oregon Centers have been assessing skill levels of customers entering the Centers.

d) Migrant and seasonal farm workers

Farmworkers, including seasonal and migrant farmworkers, constitute a valuable portion of the area's workforce but have traditionally experienced multiple barriers to full-time, self-supporting employment. These frequently include low education and literacy attainment (in English or Spanish), lack of English language skills, hesitancy to approach governmental organizations for services, transient presences in the community and cultural distance from traditional service delivery mechanisms. Oregon Employment Department, Job Growers, Chemeketa Community College, Oregon Human Development Corporation, and other WIA Title I providers work together to coordinate services with the intent to assure that farmworker customers have equitable access to and receive core, intensive and training services and that special funds for farmworkers supplement, and not supplant, farmworker access to non-target funded services.

Basic core services information is available to migrant and seasonal farmworkers in both English and Spanish at all sites. The Oregon Employment Department provides dedicated outreach, referral to supportive and educational services, and labor exchange services mandated by Department of Labor policy and federal law to job seekers who meet the designation of migrant and seasonal farmworkers.

Additionally, Oregon Human Development Corporation provides employment and training services to targeted migrant and seasonal farmworker job seekers in Marion County. Oregon Human Development Corporation can provide a full range of core, intensive and training services for farm workers who meet eligibility criteria and are determined to be in need of such service. Majorities of the Oregon Employment Department and Oregon Human Development Corporation staff are bilingual and offer services in Spanish.

e) Temporary Assistance to Needy Families Clients

We participate at the monthly JOBs Steering Committee meetings at the Department of Human Services. Our intent is to continue these meetings and expand them to participate in our local integrated leadership team meetings.

f) Other Populations targeted by the LWIB

Job Growers' Executive Director sits on the Marion County Reentry Council and coordinates WorkSource Center services with the Marion County Sheriff's Office, Parole and Probation Employment Services and the DeMuniz Pine Street Resource Center. A Memorandum of

Understanding was created between Job Growers and the Marion County Sheriff's Office, Parole & Probation Employment Services Team (**EXHIBIT G**) and acts as an agreement of terms to participate in a partnership to leverage resources in an effort to align the work of the Oregon WorkSource (WSO) Centers and the reentry program. This agreement is intended to increase employment and support services for ex-offenders and will create a workforce pipeline that meets the needs of the targeted population of this agreement.

8. Describe the tactics and methods adopted by the LWIB to assure that the service delivery system meets the needs of businesses, jobseekers, and workers in the local area.

a) Describe how job seekers and job seeker service providers are:

i. Engaged and continually re-engaged with services, and connected to the labor exchange system; and,

Within the WorkSource Oregon Centers in Region 3, Oregon Employment Department is the lead agency in business services. Account representatives share a team-oriented approach in working with employers who list jobs with Oregon Employment Department. New job listings are assigned to account representatives by business, industry, occupation and workload. Each account representative runs a match within the existing pool of available applicants. Potential applicants are contacted via telephone (preferred method of contact) or will receive a letter notifying them of a potential opportunity. Each account representative is responsible for referral process and follow up activity with each job listing. Quality is the priority of every account representative working with the system and high standards are maintained.

Account representatives strive to exceed employer expectations of quality. Employer job listing requirements are matched by screening the available applicant pool for the best applicant based on experience, knowledge, skills, training, work history and education. Upon making contact with the applicant, an additional screening occurs to verify qualifications and genuine interest in the position. Applicant attitude is critical for a quality referral.

Account representatives also provide customized assistance to businesses as defined by the three levels of service (Basic, Enhanced, and Customized) and work collaboratively as needed to meet the needs of businesses. Job Growers' staff in the Centers works closely to enhance the quality of job seekers, including the iMatchSkills registration process.

Job Fairs and other customized recruitment services are also offered to the business community.

ii. Made aware of specific employer needs, requirements and opportunities.

The major mechanism is the iMatchSkills system. Oregon Employment Department staff in the Centers continually updates other Center staff on current job openings. In addition, Centers often host recruitment and interview sessions for specific employers. WIA IB funds support internet access for job seekers in all of the Centers. Internet access provides job opening information on specific employers, internet job matching sites, and newspaper and magazine websites. In addition, local newspaper want ads and other

written information on job openings are posted in the Centers. In addition, the Job Growers' WorkSource Oregon subcommittee includes members who represent local businesses so this committee can be a clearinghouse for job openings.

b) Describe how employers are:

i. Engaged and re-engaged in services, and connected to the WSO system:

Businesses are connected to labor market information for planning and development through any means of contact with us. This information is made available by our business service representatives, account representatives, workforce analyst, and regional economist or any employee representing WorkSource Oregon. All of our employees have the resources to broker or connect business with the tools they need. Our partners also are well versed in labor market information and regularly work with the regional economist or workforce analyst. Business requests for specialized assistance can be made at any time and are forwarded to the regional economist or workforce analyst. This also holds true for partners and other community organizations needing customized labor market information.

Staffing agencies are an important partner within our workforce system. Continued collaboration to support businesses is crucial to the growth of workforce development in our region. Area staffing agencies are encouraged to utilize iMatchSkills and other services provided in the Centers.

ii. Made aware of specific employer services, resources and workforce development opportunities.

This information is made available by our business service representatives, account representatives, workforce analysts, and regional economist as well as through our Business Consortia. In addition, Job Growers has published a business brochure that is distributed to the business community.

c) Describe any barriers to service delivery for job seekers and businesses.

The major barrier to delivery of services for job seekers in our workforce region is an economy that not only has not recovered from the recession of three years ago, but is still very slowly losing employment. As of this writing, there are still 22,000 unemployed people in Marion, Polk and Yamhill counties. Many of them have been unemployed for more than 26 weeks, and are now facing the prejudice of some area businesses, which in this downturn, have a plethora of job applicants for openings. Many of the unemployed have high school education or less and are in need of re-training, with an emphasis on a higher level of skill than they currently possess. Some of the unemployed are young, with low skill levels. However, some are highly skilled workers who are facing, in many instances, job openings with less than acceptable wages.

All of these factors make it difficult for staff to accommodate the numbers of job seekers coming to seek services in the Centers – approximately 20,000 job seekers walk through the doors of our four WorkSource Oregon Centers in a year. It has been difficult to target the types of training to recommend, as the recovery is so slow. We have decided to target skill sets instead of industries for this reason. We will target Office and Administrative/Computer Software skills, and Manufacturing/STEM/Green Jobs-related

skills. With skills in one of these two broad areas, it is our belief that job seekers will be competitive for many types of job openings.

Another barrier to service delivery to job seekers is the dire financial straits many job seekers find themselves in, after having been unemployed for many months. The few stopgap support services we are able to give them often helps, but for many, their financial situation makes them unable to take advantage of training.

The major barrier to delivery of services to businesses is their sheer number, over 12,000 businesses with employees in our tri-county area, and their size. They are mostly small businesses with 50 or fewer employees. Many of these small businesses have been stretched to their limits in the current economy, and need our help and training resources to survive, and there are not enough resources to go around. The Employer Workforce Training Fund was terminated at an inopportune time, and we are using WIA dollars to try to fill in the gap. Another barrier is the need for more direct communication with businesses in our diverse industry sectors, so that we get a better idea of the skills and competencies they need in order to survive this downturn and grow and prosper.

- d) Describe how the local board will focus on building and sustaining relationships with businesses.

Job Growers' Strategic Plan Key Strategy #1 "Promote business retention, expansion, and recruitment" is creating standard operating procedures to integrate economic development, education and training in all three counties; leverage consortia resources that are utilized by employers to maintain and support economic development; and target new consortia involvement to include the diversity of industry sectors. This ongoing work will be embedded in the board and board subcommittee work. Job Growers will continue to work closely with our economic development partners which include SEDCOR, McMinnville Economic Development Partnership, Business Oregon, Dallas and Newberg Economic Development, and will work together to promote workforce solutions to meet the needs of businesses. We will continue to support our industry consortia who we rely on for business intel and solutions for workforce challenges.

- e) Describe how the local board will engage the business community in the design and improvement of business services.

With the use of consortia and a greater emphasis on data collection, analysis and evaluation, Job Growers will make better use of local business input to design and improve services. The private sector members on the Board provide us access to and input from other businesses in the region.

- f) Describe how the local board will enhance services to job seekers.

Job Growers' Strategic Plan Strategy #2 states that we will "Focus on developing transferrable skills and competencies that lead to self-sustaining employment." Our goals are to increase skill development opportunities that promote career advancement for individuals including underserved populations such as the prison reentry population; in partnership with employers get the right people with the right skills for the right job;

and expand collaboration to all business sectors to reflect employment demand in Region 3.

As part of our integrated service model, a new workshop series was introduced to the four WorkSource Oregon Centers of Region 3 in the fall of 2011. The ten workshops, called Passport to Job Success, are designed to be taken in sequence, and they are: Stress Solutions, Basic Computer Skills, Personal Accountability, Business Writing and Grammar, Resume Writing, Interviewing Skills, E-Mail in the Workplace, Basic Math Skills, Basic Business Skills and Managing Your Money. It takes three to four weeks to participate in all ten workshops. After taking the workshops, a job seeker then moves on to attend Job Club. The workshops have been well received; attendance and positive comments have been satisfying.

We are currently planning to establish bi-weekly orientation sessions in the WSOs so more job seekers will hear about services. At the time of the orientation, job seekers may wish to establish a one-on-one appointment, which results in a meeting with a job coach to plan future engagement.

- g) How does your workforce system ensure that all job seekers connect with the labor exchange system?

All job seekers served in the four WorkSource Oregon Centers are required to register in iMatchSkills as part of their access to job search assistance. For those who are interested in vocational skills training, they are required to complete our vocational scholarship packet, which includes labor market information.

- h) Discuss how the apprenticeship community will be engaged, and the plans to bring apprenticeship opportunities to job seekers.

Job Growers Incorporated Board of Directors includes two labor representatives that promote apprenticeship program opportunities and help inform us about the skills that are needed to qualify for an apprenticeship. They also provide input to the customized training curriculum and the availability of jobs within the trades and crafts.

In Region 3, Chemeketa Community College (CCC) houses an apprenticeship coordinator to assist apprentices in achieving academic requirements. Job seekers are referred to CCC when appropriate.

The aging of the workforce is affecting all the apprentice-able trades, and thus affecting local employers. Employers, unions and apprenticeship programs are working together with WIA IB, JOBS, Office of Vocational Rehabilitation Services and other publicly funded agencies to reach out to non-traditional workers, such as women and minorities. Job Growers also seeks to expand apprenticeship and pre-apprenticeship opportunities through its local organized labor connections and Bureau of Labor and Industries' (BOLI) programs.

9. Discuss how the Board anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.

In Region 3, the Board plans to engage more partners with the use of our System Innovation plan, thus leveraging our services and eliminating duplication. By focusing on three areas, assessment, career/work readiness preparation, and skill development, Job Growers will be able to leverage partners who also serve the same population we do thus allowing all partners to leverage resources, grow the system, eliminate duplication and identify efficiencies. This expansion of the workforce development system and Job Growers partner alliance will enable us to have greater impact on emerging, transitional and incumbent workers. By utilizing system innovation in the targeted areas of career/work readiness/preparation and skill development it will better position Job Growers to achieve our goals and key strategy number two, which is increasing skill development opportunities, getting the right people with the right skills for the right job, and promoting career pathways.

10. All labor exchange services to be delivered as part of the One-Stop delivery system via One-Stop Centers or affiliate sites are required by the Workforce Investment Act 20 CFR 652.202. If Wagner-Peyser services are currently delivered outside either of these means in the Local Workforce Investment Area (LWIA), the Board must identify strategies, which will bring the LWIA into compliance with the regulations.

- a) Describe the local board plan for co-locating partners within the One-Stop Centers.

All Wagner-Peyser services are offered at each of the four WorkSource Oregon Centers, and are not generally offered outside these Centers, except on an ad hoc basis.

It is our hope that additional workforce partners will join the WSO system allowing for expanded services, reduced duplication and better outcomes for customers.

#### **D. INTEGRATION (Compass Policy/WSO Joint Policy)**

1. Please provide narrative that describes the methods and processes used to ensure all customers are registered using a common intake and a standard welcome process.

Job Growers and the Oregon Employment Department promote the integrated workforce system as described in the Oregon's Public Workforce System flow chart (**see Exhibit H**) and the Joint Policy "Compass Policy for Alignment and Integration of the WorkSource Oregon System." Customers are referred to Job Growers program expectations, competencies and services, iMatchSkills, and next steps to ensure that customers receive the services they sought.

2. Please describe how the design of the customer intake process and integrated customer flow will promote continual re-engagement of returning participants, and the capture of services and results leading to positive outcomes and performance.

Depending on their needs, job seekers may be referred to career planning or intensive job search. If career planning is their choice, they meet one-on-one with a job coach to discuss needs and opportunities and whether training or skill upgrade is needed. If training or skill upgrades are needed, they are referred to staff to develop their vocational skills training or skill upgrade plan. If training is approved, they follow their training plan and complete the National Career Readiness Certificate assessment. At the completion of the training plan, they are then referred to the Passport to Success, which

includes a menu of 10 workshops designed by businesses that recognize skills needed in the workplace. Once they complete the workshops, they move into our elite job club, which may result in employment placement. If they wish to seek immediate employment, they are encouraged to participate in the Passport to Success workshops and utilize the services within the resource center. All job seekers are encouraged to participate in the NCRC.

Job Seekers are encouraged to take advantage of all services provided in the integrated model. When meeting with customers, WSO staff will develop a plan that results in continued participation by the customer. Current data tells us that job seekers utilize the WSO on average three to four times per year.

## **E. SERVICE GAPS**

1. Identify workforce needs for the area; then describe whether or not the present workforce system is meeting those needs. If not, indicate the extent of the gap in services needed but not provided. Such gaps may include, but are not limited to: specific skills needed by employers, language issues, ESL services, drug & alcohol treatment, support services, services to the disabled, education/training needs not provided locally, service to remote areas, space for providing services, etc.

The emerging workforce needs to attain basic educational skills (math, reading, writing, problem solving, etc.), exposure to career opportunities and work experiences leading to positive “work readiness” behaviors. They also need support and guidance enabling them to learn how to navigate enrollment in post-secondary training, apply for financial aid, apply for a job and prepare for an interview.

The transitioning workforce needs to have a strong essential skill set. To many employers this means not only having the basic educational skills to perform a variety of tasks, but also demonstrated crucial work readiness skills, or “soft skills,” that will make their business successful. Transitioning workers typically enter this phase of their lives involuntarily as a result of layoffs. These workers need specific job-related skills or certifications to return to their previous occupation with another employer or enter a new industry with more opportunities for employment.

The current workforce needs flexible training options that will increase their knowledge, skills and ability within their businesses. Current workers need to be able to increase skills and take on new roles as the baby boomer generation begins to retire. Rapidly changing technology also generates the need for just-in-time training for current workers so Oregon businesses can reduce costs, and improve quality and efficiency creating a competitive advantage in a global economic system.

All of these workforces need a strong connection to healthy businesses and industries that are hiring. To have a highly skilled workforce, business needs must be a driving force guiding all systems that impact these populations. Industry involvement in the public education and workforce system can shape curriculum to ensure students are leaving trainings with the skills they need to enter employment.

The current workforce system has partnerships in place to provide these services at some level through various programs including, public education, post-secondary

education, workforce investment boards, publically funded programs, community-based nonprofits and private businesses. However, given limited resources many of these services are not funded at a level necessary to meet the community's need. As an example, our Youth Opportunity System currently serves approximately 600 youth a year; however, there are an estimated 8,000 Workforce Investment Act eligible youth in our region based on their poverty status. Increased collaboration and leveraged partner resources are crucial to make a significant impact on youth in our region.

More business involvement is needed at all levels and increasing private sector involvement will be fundamental to many components within our strategy.

Within the current workforce system, underserved groups include rural populations and low-skilled adults. Both of these populations face significant barriers to increasing skills and gaining employment. These populations often lack the ability to access skill-building opportunities and remain enrolled.

Rural populations are often physically separated from training opportunities and employment. Finding the financially supportive services required to participate in lengthy trainings can be difficult if not impossible.

Low-skilled adults face even more barriers that are significant. In our region, 21% of the local population is Hispanic and only 52% of area Hispanics report proficiency in English. This population also faces larger deficiencies basic education levels than other population groups with only 54% having a high school education or equivalent (U.S Census). Basic education and language skills cannot be quickly attained. These fundamental skills take time and investment to develop and many low-skilled workers do not have resources (time or money) that will allow them to progress in these areas. Community resources are available. However, these populations require a significant investment which local organizations are not currently positioned to make.

Disabled populations also face barriers, as commonly used assessments, such as the NCRC, do not allow for accommodations to the exam. This places additional barriers on this population, which already faces discrimination in their job search.

There are also gaps in the workforce system for high-skilled occupations that affect local employers, causing them to hire foreign workers with H-1B visas. Specific trainings that lead to many licensed occupations, in particular in the medical field, are not offered in the region. These trainings may be available in other areas of the state, but strict enrollment limits within universities hinder the workforce system from training enough workers in those occupations. Training for select occupations, such as Physical Therapists and Occupational Therapists are needed due to demand, but training capacity is not expanding to meet this demand.

In addition, a majority of workers who were laid off may not believe that entering a training program at a community college is appropriate for them. Many have skills, experience, and a family to support. They are eager to return to work as quickly as possible, without going into debt with student loans. A flexible and innovative solution for skill development opportunities, with connections to employers in the targeted industries, is needed to better serve transitioning workers.

## F. STRENGTHS AND IMPROVEMENT OPPORTUNITIES

1. Describe how the local board will ensure the continuous improvement of services through the system and ensure that providers meet the employment needs of local employers and job seekers/participants.

Job Growers Incorporated Board of Directors assigns the oversight of the WSO system to the WSO subcommittee. Their focus is to identify current and future workforce needs and solutions that promote business recruitment, retention and growth. As a standing committee, they support this plan by reviewing and evaluating systems data and managing the annual center certification process in the WSO's, and provide Job Growers with its findings to guide decision-making and resource management.

As part of their role, the WSO subcommittee works together to:

- Learn about workforce development best practices nationally;
- Share information to promote learning within the committee and among stakeholders;
- Partner with local stakeholders to coordinate workforce activities;
- Review Job Growers reports on progress toward those portions of the strategic plan that involve WSO and recommend improvement; and
- Identify effective ways to use resources available to address workforce needs.

## G. RESOURCES

1. Identify, using the forms in **ATTACHMENTS B and C**, the resources dedicated to achieving the goals in the Plan. You should include, as much as possible, the public and private resources in the local workforce system.

See Attachments B and C.

## H. PERFORMANCE OUTCOMES AND NEGOTIATIONS

1. Please include using the format in **ATTACHMENT E** your performance targets.
  - a) **ATTACHMENT E** must be (re) submitted following performance negotiations and plan modification reports.

See Attachment E.

2. Using **ATTACHMENT E**, identify the levels of performance negotiated with the State for the program years covered by the Plan. Provide the proposed performance levels for each of the core indicators of performance for the adult, dislocated worker and youth programs, respectively. **Negotiations will take place (pending receipt of state performance targets from DOL) for the local performance targets for Programs Year 2012 and 2013.**

See Attachment E.

3. What barriers does your L/RWIA have which prevents you from integrated performance?

None as it relates to the WIA Title IB and Wegner Peyser. Other partner's performance information may not be integrated into the One-Stop system.

#### **I. BUDGET AND PARTICIPANT PLAN**

1. Using the format provided in **ATTACHMENT E**, Budget, Participant and Performance Plan identify the funding and participants planned to be served for each year of this Plan.

See Attachment E.

2. Include enrollment data showing enrollment information for those individuals that are "carried-in" from previous program years.

See Attachment E.

#### **J. IDENTIFICATION OF ENTITY RESPONSIBLE FOR DISBURSEMENT OF GRANT FUNDS**

1. Identify the fiscal agent, or entity responsible, for the disbursement of grant funds as determined by the chief elected official or the Governor for Title I of the WIA and describe how that fiscal agent or responsible entity was selected and its legal status.

Job Growers Incorporated is responsible for the disbursement of grant funds as determined by the Marion, Polk and Yamhill County Commissioners in the agreement among the Mid-Willamette Jobs Council and the Enterprise for Employment and Education, signed on June 20, 2008. Job Growers current legal status is S-Corp with a 501(c)(3) designation effective April 30, 2007.

#### **K. DESCRIPTION OF LOCAL INDIVIDUAL TRAINING ACCOUNT (ITA) SYSTEM AND PROCEDURES**

1. Describe the local ITA system including:

Region 3 has selected to use a Vocational Scholarship to address/award training services. The answers to the following have been formulated utilizing our vocational scholarship policy and procedures. We have defined ITAs as our Vocational Scholarship.

Below is a link to Job Growers' Policy "300-31 Vocational Training Scholarship"

<http://www.jobgrowers.com/sites/default/files/300-31%20Vocational%20Training%20final%207%201%2012.pdf>

See **Attachment L** for Job Growers' Vocational Scholarship Applicant Procedure and Forms.

- a) How it is determined, an individual will receive an ITA.

An individual may receive an ITA once s/he has been determined to be eligible for training services. Eligibility is established after a comprehensive assessment of each individual's circumstances relevant to income, barriers and marketable skills. Training services may be made available to employed and unemployed adults and dislocated workers who have met the eligibility requirements for intensive services and have been determined to be unable to obtain or retain suitable employment through such services. Adults or dislocated workers who are employed at the time of application for training services must be in need of training services in order to obtain or retain employment that leads to self-sufficiency, as defined by the Job Growers Board of Directors.

- b) How an individual who receives an ITA selects a training provider.

An individual who receives an ITA selects a training provider from a list of eligible training providers (ETPL) maintained by the Department of Community Colleges and Workforce Development. Any exceptions to the ETPL are made in accordance with CCWD Policy 589-30.6.

- c) How payments from ITAs will be made.

ITAs are issued through Job Growers vocational scholarship program. Payments are administered through Job Growers' payment authorization system; this has proven to be efficient and effective.

- d) Whether there are limits imposed on ITAs (e.g., dollar amount and/or duration) by the Local Board.

At the beginning of each program year, Job Growers imposes caps on scholarship amounts depending on federal fund availability. The Vocational Scholarship Policy requires an application process, which helps in identifying the training needs of participants. It also provides tangible evidence of the participant's level of personal investment into his/her training plan and will help to increase the likelihood that s/he will be successful in meeting the challenges of vocational coursework. The structured labor market research assignment helps to identify high demand occupations, which in turn increases the likelihood of employment after the training.

- e) If limits are imposed on ITAs, how does the local board assure that customer choice in the selection of an eligible training provider is not diminished?

Funding limitations may prevent total funding of a participant's program of choice, when that program exceeds Job Growers' funding cap. In these cases, staff will work closely with clients and financial aid departments of training institutions to assist the participant to identify other funding sources to pay for their training program of choice.

2. Describe the procedures for ensuring that exceptions to the use of ITAs are justified, including:

- a) A discussion of how customer choice in the selection of an eligible training provider is maximized;

Participants are encouraged through the Vocational Scholarship application process to explore training programs in which they are interested. This exploration includes labor

market research, interviews with workers and employers, and review of training programs offered locally or re-locating distance. This process depends on the participant's ability and willingness to make an informed consumer choice.

- b) A discussion of the local board's intent to use contracts for services in lieu of ITAs for the following exceptions: On-the-Job Training (OJT) or customized training services; when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs; and when the local board determines there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment;

Job Growers follows DOL guidance using a vocational scholarship application and approval process to award WIA Title IB funding for training services. When customized training is needed, Job Growers procures these services in compliance with Job Growers' policy.

For OJTs Job Growers contracts with businesses for the provision of On-the-Job Training, which includes a training and skills evaluation plan for the trainee, and an invoice system, has been established for the contractor.

- c) The process to be used in selecting the providers under a contract for services when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs. Address whether the process includes a public comment period for interested providers of at least 30 days;

N/A

- d) A brief description of the Local Board criteria to be used in determining "demonstrated effectiveness" for those programs referenced in 2.b (above).

N/A

## **L. DESCRIPTION OF COMPETITIVE PROCESS TO AWARD GRANTS AND CONTRACTS**

1. Describe the local area's competitive process for awarding grants and contracts carried out including WIA IB providers. Include a discussion of the procedures for solicitation, selection and award. Identify the procurement requirements that guide the local area's actions, whether Federal, State, or local.

Job Growers procurements will:

- Use the appropriate competitive selection process as outlined in the Methods of Procurement contained in this Policy, to ensure maximum open and free competition.
- Provide documentation of any cost/price, lease vs. purchase, or other analysis applicable to the selection process.
- Contain clear and accurate written descriptions of the requirements for the goods and services to be procured.

- Provide the criteria to be used in the selection process.

The amounts that are listed below refer to the purchase of a single item or service. Multiple purchases of the same items or services within a fiscal year are taken in the aggregate to determine method of procurement.

**Small Purchases: \$0 - \$5,000**

Procurement of goods or services not exceeding \$5,000 may be awarded in any manner deemed practical and expedient by Job Growers. The Small Procurement Method Form is to be used. Recurring purchase of small items such as office supplies will be procured on an annual basis.

This method is not intended to eliminate competitiveness, but rather to expedite the purchasing process for items whose dollar value likely does not justify further solicitation efforts.

Procurement of goods or services greater than \$5,000 but not exceeding \$50,000 generally requires at least three informally solicited competitive price quotes or a cost/benefit analysis of procuring from three providers of the products or services to be purchased. A written record of the three quotes or the cost/benefit analysis must be on file. In situations where the goods or services are only provided by one vendor or a specific need fulfillment is required, a sole source justification statement must accompany the procurement and a cost benefit analysis must be completed.

Procurement of goods or services greater than \$50,000 requires a publicly solicited Request for Quote (RFQ) or a Publicly Solicited Request for Proposal (RFP). These procurement processes will contain a written protest procedure, negotiation procedure and settlement process and proposal procurements. All evaluation factors identified in the RFP or RFQ are applicable and are to include a clear statement of work, evaluation criteria, and submission instructions. All purchases in excess of \$50,000 require Board approval.

Job Growers staff involved in the selection, award or administration of agreements, contracts or subgrants, will confirm that they do not have a conflict of interest, and these signed attestations will be included in the staff person's personnel records.

Below is a link to Job Growers' Policy "100-05 Procurement of Goods and Services"

<http://www.jobgrowers.com/sites/default/files/100-05%20procurement%20final%207%201%2012.pdf>

**M. DESCRIPTION OF LOCAL BOARD COORDINATION OF LOCAL ACTIVITIES WITH STATEWIDE RAPID RESPONSE ACTIVITIES**

1. Describe how the local board ensures coordination of rapid response activities with the state dislocated worker unit. Include policy or procedures which describes:
  - a) How collaboration between the local board, the State, One-Stop partners, and other applicable entities will occur;

The WorkSource Oregon/Job Growers Incorporated has Rapid Response procedures to follow when a layoff occurs that necessitates the delivery of Rapid Response services. These procedures involve pertinent local partners and the Department of Community Colleges and Workforce Development Dislocated Worker Unit in all Rapid Response activities in their area. The staff will work with company officials and worker representatives to provide services needed to meet their needs within the budget limitations of the Center and the preferences of the employer.

The basis of our Rapid Response process is a collaborative delivery of services, which includes keeping partners informed of layoffs occurring within our region and establishing a Rapid Response team. This team includes, at a minimum, representatives of the Department of Community Colleges and Workforce Development Dislocated Worker Unit, the Oregon Employment Department, Job Growers Rapid Response Coordinator and the applicable WorkSource Oregon Center staff. **See Attachment M for Job Growers Rapid Response Procedures.**

- b) How core services are integrated as part of rapid response assistance, and how delivery on site will be implemented;

Workers are informed of lay-off services available to them through the four WorkSource Oregon Centers in Region 3. Universal core services such as resume writing, community resources, etc. are offered on-site through resource rooms or Job Growers' workshops established at the lay-off site.

- c) How timely decisions will be made to request additional funding through such resources as National Emergency Grants and additional assistance projects.

After the on-site meeting with the employer and workers, survey results are analyzed to determine worker/employer needs. Criteria is established for determining the impact of the lay-off and identifying what funds are available for meeting the needs of the workers. Job Growers staff collaborates with the Rapid Response team in assuring that timely decisions are made to request additional funding from State level Rapid Response or additional assistance funds and, if necessary, National Emergency Grant funds.

## **N. DESCRIPTION OF THE YOUTH PROGRAM DESIGN FRAMEWORK**

1. Describe the design framework for the local area's youth program including how the design encompasses the following strategies:

- a) Preparation for postsecondary educational opportunities;

In the development of Individual Service Plans (ISP) for every youth participant, youth service providers emphasize the importance of advanced education and training beyond secondary school as it relates to high demand, high wage jobs identified by local labor market data. Guided by Job Growers policy, youth service providers must assess all out-of-school youth participants for literacy and numeracy skill levels using CASAS. This ensures that the service provider is aware of and can plan to remediate any skill gaps that might be a barrier to post-secondary education and successful entry into high demand/high wage employment in the workforce.

b) Strong linkages between academic and occupational learning;

Student success in attaining academic skills is supported by direct instruction and tutoring from instructional assistants. In addition, professional development activities supported locally and regionally have targeted alignment of curriculum with benchmark standards and integration of academic and technical skills in course content.

c) Preparation for unsubsidized employment opportunities; and

Out-of-school youth programs prepare participants for unsubsidized employment opportunities by offering work-based learning opportunities, which focus on essential, and industry specific skill building. Generally, businesses are engaged to address the youth's specific career goals, which are outlined in their Individual Service Plan. Work experience includes, but is not limited to internships, apprenticeships, industry tours, service learning, volunteerism, summer academy programs, and job shadows. Basic literacy attainment is embedded in each program, and supported by the youth's work experience plan.

Most Region 3 school districts offer work-based learning opportunities to students enrolled in professional technical education. In order to earn a high school diploma, all students must participate in career related learning experiences and demonstrate mastery of academic knowledge through extended application in the community and the workplace. This is accomplished with a variety of strategies including in-school simulations, community service projects, environmental enhancement efforts, career apprenticeships, and placements in community businesses.

d) Effective linkages with intermediaries with strong employer connections.

Job Growers depends heavily on input from the Youth Council business members, youth program advisory committees, CIS and BizConnect (employer connection clearinghouse database). Job Growers has developed strong employer connections via its consortia members.

2. Describe how the following ten program elements required in 20 CFR 664.410 are provided within the local youth program design:

The program elements required in 20 CFR 664.410 must be addressed in the program design of each of our youth contractors. All youth enrolled by each service provider do not need to take part in each of these elements, but each element must be made available to all. Subsequent regional monitoring of these programs ensures that connections to the ten required program elements are successfully provided by each program.

a) Tutoring, study skills training, and instruction leading to secondary school completion including dropout prevention strategies;

Enrolled youth have access to tutoring, study skills training, and homework help opportunities in safe, quiet, allocated space with staff and volunteer encouragement and assistance in all four youth programs. As an example, the Boys and Girls Club's T3 program collaborates with schools, club staff and teachers to develop individual plans for participants to build competencies in challenging subjects and areas needing help.

b) Alternative secondary school offerings;

Enrolled youth have access to alternative secondary schools' services along with assistance reengaging to secondary education. All of our contractors have established connections with the alternative secondary offerings in their local areas and refer youth based on the youth's need and preference.

c) Summer employment opportunities directly linked to academic and occupational learning;

Youth in all four programs have access to summer employment opportunities directly linked to academic and occupational learning using training manuals, job related vocabulary, classroom exercises, career related learning experiences, and internships. For example, Boys and Girls Club T3 has a Teen Center Career Center that is conducive to learning and exploring careers, accessing technology and interacting with Center staff.

d) Paid and unpaid work experiences, including internships and job shadowing;

Enrolled youth have access to on-site tours, internships, job shadows, and guest speakers in all four youth programs. For example, the Empowerment for Latino Youth program, upon completion of the Career Exploration Phase, the participants are placed in four to six week internships with local businesses/organizations upon completion of Career Exploration.

e) Occupational skill training;

Occupational skill training is provided by external vendors such as community colleges and vocational/technical schools in all four youth programs. Youth earn credentials based on their individual service plans that are directly linked to their occupational goals.

f) Leadership development opportunities which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities;

Enrolled youth receive leadership development during enrollment including self-accountability, assertiveness, responsibility, community services in all four youth programs.

g) Supportive services;

Support services are provided to youth based on need including transportation, appropriate job search clothing and child-care in all four youth programs.

h) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;

All contractors have at least two full-time staff hired specifically to work with the targeted youth and provide adult mentoring in all four youth programs. HALO program has developed a partnership with the Western Oregon University Psychology department, and is an official practicum site for Western's Psychology students. The practicum students act as tutors and mentors to the HALO youth participants. Additionally, the youth contractors are well connected to non-WIA funded community mentoring programs and services.

i) Follow-up services; and

Follow-up services are offered to all youth in all four youth programs. For example, HALO's follow-up services are incorporated as a seamless part of the ongoing service delivery plans. The intensity of service remains the same as when the youth is in active status, but the focus of service changes to support the continued individual success in employment and/or post-secondary training.

j) Comprehensive guidance and counseling, including drug and alcohol abuse counseling and referrals to counseling, as appropriate to the needs of the individual youth.

The youth contractors have established referral networks with local providers of non-WIA funded guidance and counseling services. This ensures that youth have access to these services in all of Region 3.

## **O. LOCAL BOARD APPROVAL PROCESS**

1. Describe the approval and documentation process that will be utilized to obtain formal Board approval of any modification or changes to **ATTACHMENT E**, Budget, Participant and Performance Plan per CCWD policy.

The Mid-Willamette Jobs Council approves our annual budget and the Job Growers Incorporated Board of Directors and the Job Growers Board Executive Committee review the budget on a quarterly basis. Quarterly budget reports show variances per budget line items and the Board and Executive Committee discuss those variances when the reports are reviewed. These reviews are captured in the meeting minutes and are available upon request. Both board actions and information is shared with the public as required by the public meeting laws and requirements.

## **P. NOTICE OF FUND AVAILABILITY**

1. This Plan covers a two-year period. Since funding allocations are provided annually, it is anticipated that the information for the subsequent years will be based on estimated figures when initially submitted. (Areas should use the same funding allocation for planning the subsequent years and be aware this is subject to change when final allocations are issued.) The allocation figures will be revised when they are finalized for the subsequent program years.
  - a) For WIA Title IB subrecipients, a Notice of Fund Availability (NFA) will be issued upon approval of the Plan or modification if needed. The NFA serves as an obligation of funds to the subrecipient, not the Local Plan or modifications to the Plan.

**Q. REPORTING OF CIVIL RIGHTS COMPLIANCE REVIEW, COMPLAINT INVESTIGATION, ADMINISTRATIVE ENFORCEMENT ACTIONS, AND/OR LAWSUITS REGARDING DISCRIMINATION: METHODS OF ADMINISTRATION**

1. If applicable, please provide the name of the Federal agency (other than the Directorate of Civil Rights, Department of Labor) that conducted a civil rights compliance review or complaint investigation during the two preceding years in which the Area was found to be in noncompliance; and

N/A

2. If applicable, please identify the parties to, the forum of, and case numbers pertaining to, any administrative enforcement actions or lawsuits filed against the Area during the two prior years which allege discrimination on the ground of race, color, religion, sex, national origin, age disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in JTPA or WIA.

N/A

3. Please provide copies of any local area policies that demonstrate compliance with the state Methods of Administration.

Below is a link to Job Growers' Policy "400-02 Grievance and Complaint Procedure"  
<http://www.jobgrowers.com/sites/default/files/400-02%20Grievance%20and%20Complaint%20Procedures%20final%206%2027%2012.pdf>

**R. MEMORANDUM OF UNDERSTANDING AND ATTACHMENTS**

1. Please see ATTACHMENT F.

**S. RESOURCE SHARING AGREEMENT**

1. Please see ATTACHMENT G.

**T. WIA TITLE IB ASSURANCES AND DISCLOSURE OF LOBBYING ACTIVITIES**

1. Please see ATTACHMENT H.

**V. WIA TITLE IB STATEMENT OF CONCURRENCE**

1. Please see ATTACHMENT I.

**W. WIA Title IB Partners Statement of Agreement**

1. Please see ATTACHMENT J.

**X. LOCAL WORKFORCE INVESTMENT BOARD RECERTIFICATION REQUEST**

1. Please see ATTACHMENT K.



**Exhibit A – List of Board Members and Their Affiliation**

<b>Membership Category</b> List business or agency name	<b>Nominated By</b>	<b>Member's Name</b>	<b>Term Expiration Date</b>
<b>Representatives of business in the local area (majority)</b>			
Salem Health	Express Employment Professionals	Laurie Barr	6/30/14
Personnel Source	SEDCOR	Dean Craig	6/30/13
Climax Portable Machine	SEDCOR	Joni George	6/30/14
Metals Innovations	SEDCOR	Kim Wilmes	6/30/15
OSU Federal Credit Union	SEDCOR	Laurie Roe	6/30/15
Oregon Lithoprint Inc.	McMinnville Chamber	Matt Lazzeri	6/30/14
Cabinet Door Service	SEDCOR	Michael Fowler	6/30/13
Johnson Glaze & Co., P.C.	Cascade Employers	Mike Blanchard - resigned	6/30/13
Cascade Employers Association	SEDCOR	Gayle Klampe	6/30/15
Express Employment Professionals	Salem Chamber	Patricia Callihan-Bowman	6/30/15
Saalfeld Griggs	Salem Chamber	Randy Sutton	6/30/13
Don Pancho Authentic Mexican Foods	Cascade Employers Association	Sarah Harvey	6/30/14
Portland General Electric	Cascade Employer Association	Phil Tompkins	6/30/13
Vacant			6/30/15
Vacant			6/30/15
TOTAL	15 active seats		
<b>Representatives (two or more) of local educational entities</b>			
Vacant			
Chemeketa Community College		Patrick Lanning	6/30/13
<b>Representatives (two or more) of labor organizations</b>			
Marion, Polk & Yamhill Central Labor Council	Marion, Polk & Yamhill Central Labor Council	Joe Munger	6/30/15
IBEW	Marion, Polk & Yamhill Central Labor Council	Greg Creal	6/30/13



<b>Membership Category</b> List business or agency name	<b>Member's Name</b>	<b>Term Expiration Date</b>
Representatives (two or more) of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present)		
Oregon Human Development Corp	Frances Alvarado	6/30/15
Mid-Willamette Valley Community Action Agency	Teresa Cox	6/30/14
Representatives (two or more) of economic development agencies, including private sector economic development entities		
Strategic Economic Development Corporation (SEDCOR)	Chad Freeman	6/30/15
McMinnville Economic Development Partnership	Jody Christensen	6/60/15
Oregon Business Development Department	Mitchell Gee	6/30/14
Representatives of each of the One-Stop partners who represent agencies and/or organizations who carry out the following:		
Programs authorized under Title I of WIA  		
Programs authorized under the Wagner-Peyser Act (Employment Services)		
WSO/Oregon Employment Department	Tom Erhardt	6/30/15
Adult education and literacy activities authorized under Title II of the Act		
Chemeketa Community College	Patrick Lanning	6/30/13
Vocational rehabilitation programs authorized under title I of the Rehabilitation Act of 1973		
Office of Vocational Rehabilitation	Rene DuBoise	6/30/15
Welfare To Work programs authorized under section 403(a)(5) of the Social Security Act		
Department of Human Services	Rene DuBoise	6/30/14
Senior Community Employment Program activities authorized under Title V of the Older American's Act		
Department of Human Services/Self-Sufficiency Programs	Rene DuBoise	6/30/14
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act		
Chemeketa Community College	Patrick Lanning	6/30/13
Trade Adjustment Assistance activities authorized under Chapter 2 of Title II of the Trade Act of 1974		
WSO/Oregon Employment Department	Tom Erhardt	6/30/15



<b>Membership Category</b> List business or agency name	<b>Member's Name</b>	<b>Term Expiration Date</b>
Activities authorized under Chapter 41 of Title 38, U.S. Code (DVOP/LVER)		
WSO/Oregon Employment Department	Tom Erhardt	6/30/15
Employment and training activities carried out under the Community Services Block Grant (Community Action Agencies)		
Mid-Willamette Valley Community Action Agency	Teresa Cox	6/30/14
Employment and training activities carried out by the Department of Housing and Urban Development		
N/A		
Programs authorized under State unemployment compensation laws		
Oregon Employment Department	Tom Erhardt	6/30/15
TANF programs authorized under part A of Title IV of the Social Security Act		
Department of Human Services/Self-Sufficiency Programs	Rene DuBoise	6/30/15
Employment and training and work programs authorized under Section 6(d)4 and Section 6(o) of the Food Stamp Act of 1977		
Chemeketa Community College & DHS	Patrick Lanning/Rene DuBoise	
Other		
Marion County Board of Commissioners	Janet Carlson	6/30/14
Polk County Board of Commissioners	Craig Pope	6/30/13
Yamhill County Board of Commissioners	Mary Stern	6/30/13



**Exhibit B**

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OREGON  
SECRETARY OF STATE

**ARTICLES OF INCORPORATION  
NONPROFIT CORPORATION**

**ARTICLE 1**      **Name.** The name of this Corporation is: "Enterprise for Employment and Education, Inc."

**ARTICLE 2**      **Duration.** The duration of this Corporation shall be perpetual.

**ARTICLE 3**      **Purpose.** The purpose of this Corporation is to work in concert with the business community, schools, colleges, public agencies, units of government, community-based organizations, and nonprofit entities to develop a skilled workforce able to compete for, retain, and advance in employment, in today's and tomorrow's economy. The Corporation will assist persons who meet the eligibility criteria for such assistance as set forth in the Federal Workforce Investment Act of 1998 (hereinafter, "WIA") and its implementing federal and state regulations, and any related (or successor) federal or state workforce, employment, and/or job training legislation. The Corporation is also charged with planning, oversight, and administrative responsibility for local job training programs, including, but not limited to those funded under WIA, any successor job training programs, and similar programs authorized under federal or state law. The Corporation is authorized to undertake any action that is permissible for nonprofit Corporation under Oregon law, as limited by: (1) Those portions of the Internal Revenue Code and regulations that regulate tax exempt organizations; and (2) the provisions of the Workforce Investment Act and any other federal, state, or local workforce, employment, and/or job training legislation.

**ARTICLE 4**      **Registered Agent and Mailing Address.**

**A.** The name and mailing address of the registered agent is: Brian M. Thompson, 777 High Street, Suite 300, Eugene, Oregon 97401.

**B.** The Corporation Division of the State of Oregon may mail notices to: Brian M. Thompson, Luvaas Cobb, 777 High Street, Suite 300, Eugene, Oregon 97401.

**ARTICLE 5**      **Public Benefit.** The Enterprise for Employment and Education shall be a public benefit Corporation and shall have no members.

**ARTICLE 6**      **Dissolution.** Upon the dissolution or final liquidation of the Corporation, the board of directors shall, after paying or discharging or making adequate provisions for payment of all of the debts, liabilities, and obligation of the Corporation, transfer, convey, or distribute all of the remaining property and assets of the Corporation to such organization or organizations operated and organized exclusively for the purposes of furthering job training and education in the Marion County, Polk County, and/or Yamhill County area

and which, at that time, qualify as an exempt organization or organizations under Section 501(c)(3) of the Internal Revenue Code (as hereinafter amended or the corresponding provision of any future United States Internal Revenue law), as the board of directors shall determine. Any such property and assets not so disposed of, shall be disposed of by a court of competent jurisdiction in the county in which the principal office of the Corporation is then located, to such organization or organizations which are organized and operated exclusively for such purpose, as said court shall determine.

**ARTICLE 7**

**Internal Revenue Code.** In compliance with the provisions of the Internal Revenue Code of the United States of America, the Corporation shall:

A. Not engage in any act of self dealing as defined in Section 4941(d) of the Internal Revenue Code.

B. Distribute its income for each tax year at such time and in such manner as to not become subject to tax on undistributed income imposed by Section 4942 of the Internal Revenue Code.

C. Not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Code.

D. Not make any investments in such manner as to incur tax liability under Section 4944 of the Internal Revenue Code.

E. Not make any taxable expenditures as defined in Section 4945(d) of the Internal Revenue Code.

**ARTICLE 8**

**Board of Directors.** The property and affairs of the Corporation shall be managed and controlled by a Board of Directors consisting of not less than nine (9) and no more than fifty-five (55) persons chosen in accordance with the terms of the Workforce Investment Act.

**ARTICLE 9**

**Officer and Director Liability and Indemnification.** To the fullest extent permissible under Oregon law, and as provided for in the bylaws, no officer or director shall be personally liable to the Corporation for monetary damages for conduct as an officer or director. The Corporation shall indemnify to the fullest extent permitted by the Oregon Nonprofit Corporation Act any person who has been made (or threatened to be made) a party to an action, suit, or proceeding (whether civil, criminal, administrative, investigative, or otherwise), including an action, suit, or proceeding by or in the right of the Corporation, by reason of the fact that the person is or was a director or officer of the Corporation, or a fiduciary with respect to an employee benefit plan of the Corporation, or served as the request of the Corporation as a director, or as an officer, or fiduciary of an employee benefit plan.

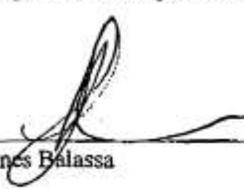
**ARTICLE 10** **Miscellaneous Provisions.**

- A. This Corporation is organized and shall be operated exclusively for educational and charitable purposes.
- B. No part of the Corporation's income or net earnings shall inure to the benefit of any private individual nor to any of its directors or officers except as reasonable compensation for services that they may provide in assisting one or more of the purposes of the Corporation. The Corporation shall not carry on propaganda or otherwise attempt to influence legislation. The Corporation shall not participate in any political campaign nor shall engage in any transaction or permit any act or omission which would operate to deprive it of its tax exempt status as an organization that qualifies as exempt under Section 501(c)(3) of the Internal Revenue Code.
- C. **Principal Office.** The principal office of the Corporation shall be 4071 Winema Place NE, Salem, Oregon 97309.

**ARTICLE 11** **Effective Date.** These articles of incorporation shall be effective when filed with Secretary of State of the State of Oregon, Corporation Division.

**ARTICLE 12** **Incorporator.** These articles of incorporation are authorized by the incorporator, Agnes Balassa, whose address is 4071 Winema Place NE, Bldg. 50, Salem, OR 97309.

IN WITNESS WHEREOF, these articles of incorporation are signed on this 17th day of April, 2007.

  
\_\_\_\_\_  
Agnes Balassa

Person to contact about this filing:

Brian M. Thompson  
Luvaas Cobb  
777 High Street, Suite 300  
Eugene, OR 97401  
541-484-9292  
541-343-1206 - fax



GARRETT HEMANN ROBERTSON *pc.*

June 3, 2010

**Shareholders**  
Sean B. Armstrong  
J. Channing Bennett+  
Mark B. Comstock  
Paul A. Dokopoulos  
Tammy M. Denninger  
Gordon R. Hanna  
Kim E. Hoyt  
George M. Jennings  
John E. Polino\*  
J. Kevin Shuba  
Theresa M. Wade\*  
Bruce A. Zagar

**Associates**  
Ryan P. Hunt  
Kelly D. Nour  
Lucas W. Rees  
Richard C. Riggs  
Spencer C. Rockwell  
John C. Young

**Counsel to the Firm**  
Eric W. Jamason‡  
Anthony K. Kreisberg\*  
Janice M. Pilkerton  
Dennis S. Reese  
Joan W. Reese

\* Admitted in OR and WA  
+ Admitted in OR and MA  
‡ Admitted in OR and MT

**Via Email: [gmueller@workforce-solutions.net](mailto:gmueller@workforce-solutions.net)**

JOB GROWERS, INCORPORATED  
Attn: Gary Mueller  
626 High Street NE Suite 305  
Salem OR 97301

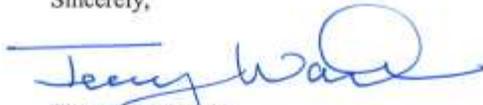
*Re: Our Client: Job Growers, Incorporated  
fka Enterprise For Employment and Education Inc.  
Our File No. 24057002*

Dear Gary:

On June 1, 2010, we filed with the Oregon Corporation Division the Articles of Amendment to change the name of the nonprofit corporation from Enterprise For Employment And Education, Inc. to Job Growers, Incorporated. Attached are copies of the Articles reflecting the filed date-stamp of the Oregon Secretary of State and their Acknowledgment Letter for your business records.

If you have any questions or concerns, please contact our office. We appreciate the opportunity to assist you in these matters.

Sincerely,

  
Theresa M. Wade  
twade@ghrlawyers.com

TMW:mlh

Enclosure(s)

n:\wpdocs\24057002\mueller-ltr.doc/mlh  
6/3/10 10:03 AM



CLIENT'S COPY



Articles of Amendment - Nonprofit

Secretary of State - Corporation Division - 255 Capitol St. NE, Suite 151 - Salem, OR 97310-1327 - <http://www.FilingInOregon.com> - Phone: (503) 988-2200

**FILED**

**JUN 01 2010**

**OREGON  
SECRETARY OF STATE**

*For office use only*

REGISTRY NUMBER: 432485-90

In accordance with Oregon Revised Statute 192.410-192.480, the information on this application is public record.

We must release this information to all parties upon request and it will be posted on our website.

Please Type or Print Legibly in Black Ink.

1) ENTITY NAME: Enterprise For Employment And Education, Inc.

2) STATE THE ARTICLE NUMBER(S) and set forth the article(s) as it is amended to read. (Attach a separate sheet if necessary.)

1) NAME: Job Growers, Incorporated

3) THE AMENDMENT WAS ADOPTED ON: June 1, 2010

(If more than one amendment was adopted, identify the date of adoption of each amendment.)

4) CHECK THE APPROPRIATE STATEMENT:

Membership approval was not required. The amendment(s) was approved by a sufficient vote of the board of directors or incorporators.

Membership approval was required.

The membership vote was as follows:

Class(es) entitled to vote	Number of members entitled to vote	Number of votes entitled to be cast	Number of votes cast FOR	Number of votes cast AGAINST

5) EXECUTION: (Must be signed by at least one officer or director.)

By my signature, I declare as an authorized authority, that this filing has been examined by me and is, to the best of my knowledge and belief, true, correct, and complete. Making false statements in this document is against the law and may be penalized by fines, imprisonment or both.

Signature:

Printed Name:

Title:

*Patricia Grose*

Patricia Grose

Executive Director

CONTACT NAME: (To resolve questions with this filing.)

Marie Hughes

PHONE NUMBER: (Include area code.)

503-581-1501

**FEEES**

Required Processing Fee \$50

Confirmation Copy (Optional) \$5

No Fee for Nonprofit Type Change.

No Fee for President/Secretary Change.

Processing Fees are nonrefundable.

Please make check payable to "Corporation Division."

COPY



**JOB GROWERS**  
INCORPORATED

**CLIENT'S COPY**



Secretary of State  
Corporation Division  
255 Capitol Street NE, Suite 151  
Salem, OR 97310-1327

Phone: (503)986-2200  
Fax: (503)378-4381  
www.filinginoregon.com

**Registry Number: 432485-90**  
**Type: DOMESTIC NONPROFIT CORPORATION**

**Next Renewal Date: 04/30/2011**

JOB GROWERS, INCORPORATED  
626 HIGH ST NE STE 305  
SALEM OR 97301

**Acknowledgment Letter**

The document you submitted was recorded as shown below. Please review and verify the information listed for accuracy.

If you have any questions regarding this acknowledgement, contact the Secretary of State, Corporation Division at (503)986-2200. Please refer to the registration number listed above. A copy of the filed documentation may be ordered for a fee of \$5.00. Submit your request to the address listed above or call (503)986-2317 with your Visa or MasterCard number.

**Document**

ARTICLES OF AMENDMENT

**Filed On**  
06/01/2010

**Jurisdiction**  
OREGON

**Nonprofit Type**  
PUBLIC BENEFIT

**Name**

JOB GROWERS, INCORPORATED

**Principal Place of Business**

626 HIGH ST NE STE 305  
SALEM OR 97301

**Registered Agent**

PATRICIA GROSE  
626 HIGH ST NE STE 305  
SALEM OR 97301

**Mailing Address**

626 HIGH ST NE STE 305  
SALEM OR 97301

**President**

PATRICIA CALLAHAN-BOWMAN  
626 HIGH ST NE STE 305  
SALEM OR 97301

**Secretary**

JODY CHRISTENSEN  
626 HIGH ST NE STE 305  
SALEM OR 97301

JODFOR  
ACK  
06/01/2010



## Exhibit C

### **Job Growers Incorporated, An Oregon Non-profit Corporation**

#### **BY-LAWS**

#### **ARTICLE I Name and Corporate Status**

1.1 This Corporation shall be known as **Job Growers Incorporated** (hereinafter referred to as "Corporation") and/or any assumed business name(s) that the Board of Directors may at anytime adopt.

1.2 As provided by its Articles of Incorporation, this Corporation shall be a public benefit Corporation, as defined by Oregon law, without members.

1.3 The Corporation has been formed to serve as the local Workforce Investment Board under the Workforce Investment Act of 1998. Therefore, the Corporation may also be referred to herein as the "Board." The counties of Polk, Marion, and Yamhill, Oregon have formed an ORS 190 organization known as the "Jobs Council." The Jobs Council serves as the Chief Elected Official for said counties and may be referred to herein as the "Chief Elected Official."

#### **ARTICLE II Purpose and Jurisdiction**

2.1 The purpose of this Corporation is to work in concert with the business community, schools, colleges, public agencies, units of government, community-based organizations, and nonprofit entities to develop a skilled workforce able to compete for, retain, and advance in employment in today's and tomorrow's economy. The Corporation will assist persons who meet the eligibility criteria for such assistance as set forth in the Federal Workforce Investment Act of 1998 (hereinafter, "WIA") and its implementing federal and state regulations, and any related (or successor) federal or state workforce, employment, and/or job training legislation. The Corporation is also charged with planning, oversight, and administrative responsibility for local job training programs, including, but not limited to those funded under WIA, any successor job training programs, and similar programs authorized under federal or state law. The Corporation is authorized to undertake any action that is permissible for nonprofit Corporation under Oregon law, as limited by: (1) Those portions of the Internal Revenue Code and regulations that regulate tax exempt organizations; and (2) the provisions of the Workforce Investment Act and any other federal, state, or local workforce, employment, and/or job training legislation.

#### **ARTICLE III Board of Directors**

3.1 Composition. The Corporation shall be governed by a Board of Directors whose membership shall at all times consist of not less than nine (9) nor more than fifty-five (55) members, with the then current Board at any time to determine the number of Board members, within these minimum and maximum limits, all within the requirements of WIA. The board shall have a business majority.

3.2 Qualifications. Board members shall have qualifications for membership consistent with the requirements of WIA and the laws of the State of Oregon and the mission and strategic goals of the



Enterprise. The composition and makeup of the Board shall comply with federal and state regulations and directives under WIA. One elected official from Marion County, one elected official from Polk County, and one elected official from Yamhill County shall serve on the Board.

3.3 Appointment of Board Members. The Marion County Board of Commissioners, the Polk County Board of Commissioners, and the Yamhill County Board of Commissioners shall each appoint one County Commissioner to serve as a Board member in accordance with Section 3.2. All other Board members shall make application for membership and be appointed by the Chief Elected Official, in accordance with its appointment procedures and consistent with the qualification and membership requirements set by WIA (and its implementing regulations) and Job Growers Incorporated. Appointments shall be made for staggered three-year terms. Any vacancy occurring during the terms shall be filled by the initial appointing entity (either the respective County Board of Commissioners or the Chief Elected Official as the case may be) for the duration of the term.

3.4 Attendance. Members have the responsibility of contacting the President or Executive Director if they are unable to attend a meeting. If a Board member fails, for any reason, to attend in person at least fifty percent (50%) of the Board meetings in any calendar year during that Board member's term of office, such Board member shall be considered to have resigned from the Board creating a vacancy.

3.5 Director Conflicts of Interest.

3.5.1. A conflict of interest transaction is a transaction with the Corporation in which a Director of the Corporation has a direct or indirect interest (as defined in Article 3.6.2, below) Except as set forth in Article 3.7.3, below, a conflict of interest transaction shall not be voidable or the basis for imposing liability on the Director if the transaction:

3.5.1.1 Is fair to this Corporation at the time it was entered into; AND

3.5.1.2 Was approved in advance by a vote of the of Directors of the Corporation where the material facts of the transaction and the Director's interest were disclosed or known to the Board of Directors; AND

3.5.1.3 The transaction was approved by the Attorney General of the State of Oregon or a Circuit Court of the State of Oregon in an action in which the Attorney General is joined as a party; AND

3.5.1.4 Does not violate any provision of WIA, nor the State and Federal regulations thereunder; AND

3.5.1.5 Does not violate any of the provisions of the Internal Revenue Code (or Treasury regulations, rulings, or reported cases) regarding prohibited and/or improper transactions governing tax-exempt nonprofit corporations.

3.5.1.6 For purpose of the vote required to approve a conflict of interest transaction, any such conflict of interest transaction is authorized, approved, or ratified if it receives the affirmative vote of a majority of the Directors on the Board of Directors who have no direct or indirect interest in the transaction.

3.5.2 For conflict of interest purposes, a Director of the Corporation has an indirect interest in

a transaction if:

3.5.2.1 Another entity in which the Director has a material interest or in which the Director is a general partner is a party to the transaction; or

3.5.2.2 Another entity in which the Director is a director, officer or trustee is a party to the transaction.

3.5.3. The Corporation shall not make or guaranty a loan to or for any Director.

### 3.6 General Standards for Director Conduct.

3.6.1 A Director shall discharge his or her duties as a Director, including the Director's duties as a member of any committee:

3.6.1.1 In good faith;

3.6.1.2 With the care an ordinarily prudent person in a like position would exercise under similar circumstances; and

3.6.1.3 In a manner the Director reasonably believes to be in the best interest of the Corporation.

3.6.2 In discharging the duties of a Director, a Director is entitled to rely on information, opinions, reports, or statements (including financial statements and other financial data) if prepared or presented by:

3.6.2.1 One or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;

3.6.2.2 Legal counsel, public accountants, or other persons as to matters the

Director reasonably believes are within the person's professional or expert competence;

3.6.2.3 A committee of the Board of which the Director is not a member, as to matters within its jurisdiction, if the Director reasonably believes the committee merits confidence.

3.6.3 A Director is not acting in good faith if the Director has knowledge concerning the matter in question that makes reliance otherwise permitted by Article 3.7.2, above, unwarranted.

3.6.4 A Director shall not be deemed to be a trustee with respect to the Corporation or with respect to any property held or administered by the Corporation, including without limit, property that may be subject to restrictions imposed by the donor or transferor of such property.

3.6.5 The civil liability of Directors of the Corporation for the performance or nonperformance of his or her duties shall be as set forth in WIA, Oregon law, and the Articles of Incorporation.

3.7 Committee participation. Each Director is expected to serve on at least one standing or ad hoc committee annually.

#### **ARTICLE IV**

#### **Board Meetings and Voting; Board Committees**

4.1 Public Meeting. All meetings of the Board or its committees are public meetings and shall be open to the public and held in conformance with the Oregon Public Meetings Law, and shall be conducted in accordance with Roberts Rules of Order, as far as is reasonable and practical.

4.2 Time and Place. The Board shall meet at such times and places as may be designated by the President, provided that at least one Board meeting shall be held in each calendar quarter. All meetings will be held within the borders of the region consisting of Marion, Polk and Yamhill Counties.

4.3 Who May Call A Meeting. The President, the Executive Director, or a majority of the Board by written request to the President, may call a meeting of the Board.

4.4 Vote. Each member of the Board shall have one (1) vote. Decisions shall be made at meetings where there is a quorum. A quorum shall consist of a majority of the voting membership of the Board. Decisions shall be made by a majority of voting members present.

4.5 Annual Meeting. Unless designated otherwise in the call of a meeting, the Board meeting for the last quarter of the program year (April, May or June) shall be considered to be the annual meeting of the Board. All other Board meetings shall be considered special meetings. All Board meetings shall be preceded by at least five (5) days written notice to each Director of the date, time, and place of the meeting; but unless required otherwise by the provisions of WIA or the Oregon Nonprofit Corporations Act, the notice of any meeting need not describe the purposes for which the meeting is to be held.

4.6 Signatures. For purposes of approving the Local Workforce Investment Area Plan (the Plan) as required by WIA and for any other document that requires a signature of the Chief Elected Official, the Marion County Board of Commissioners, Polk County Board of Commissioners, and the Yamhill County Board of Commissioners may designate one County Commissioner to serve as their official signatory.

4.7 Minutes. Minutes shall be taken of all Board meetings and shall be available to the public in the administrative offices of the Board. A copy of the minutes shall be provided to the Board in a timely manner and shall be approved by the Board before they become official minutes of the Corporation.

4.8 Board Committees: The Corporation's Board of Directors may have both standing and ad hoc committees organized and functioning as follows:

4.8.1 Establishment. Except for the Youth Council (and any other committees required by law) standing committees shall be proposed by the President and established by a majority vote of all current Board members. Ad hoc committees may be established as deemed necessary by the President. Except as otherwise required by law, the President shall appoint the members and Chairs of both standing and ad hoc committees. All committees, whether standing or ad hoc, except for the Youth Council Committee, shall consist of two or more Board members.

4.8.2 The Executive Committee. The Board of Directors may have an Executive Committee. The committee shall be composed of: (a) all of the Officers of the Corporation; (b) all of the Chairpersons of the standing committees of the Board that are then in existence; and (c) each of the County Commissioners representing the Member Governments who are appointed and serving as Directors under section 3.2 of these Bylaws.” The Executive Committee shall:

Make on-going decisions between Board meetings and have the authority to make financial and budgetary decisions, with a report back to the board at the next full board meeting;

Monitor progress of the Local Workforce Development Plan in between meetings; and  
Develop a business plan for the organization.

4.8.3 The Finance Committee. The Treasurer shall be the Chair of the committee. The President-elect shall be a member of the committee. The members of the Committee shall be Board members selected by the President and appointed to the Committee by the Board of Directors.

4.8.4 The Youth Council Committee. The Youth Council Committee shall be a committee of the Board. The appointment, membership, and operations thereof shall comply with WIA, and the regulations thereunder. The members of the Youth Council Committee shall be appointed by a majority of the Board except that if any member of the Youth Council Committee resigns or otherwise ceases to so serve, the President may appoint a successor for the remaining term of that Youth Council Committee member. The Youth Council Committee shall be responsible for carrying out the duties set forth in WIA (and its implementing regulations) and such other duties as may from time to time be delegated to it by the Board in relation to youth activities.

4.8.5 The Membership Committee. The Membership Committee’s role is to enforce the required make-up of the Board as described in the Workforce Investment Act (WIA) of 1998. The Board must maintain a 51 percent private sector board majority to remain in compliance with the law. The members of the Committee shall be Board members selected by the President and appointed to the Committee by the Board of Directors.

4.8.6 The WorkSource Oregon Committee. The WorkSource Oregon Committee provides input and direction to the implementation of the One-Stop Certification process also required by the WIA.

4.8.7 The Current Workforce Committee. The current Workforce Committee meets the requirements of Executive Order 03-16 which requires the establishment of Workforce Response Teams who are responsible for administering the Employer Workforce Training Fund.

4.8.8 Terms for Chairs. All committee chairs shall serve for two years unless longer service is necessary before the President appoints, or reappoints, the applicable committee chair.

4.8.9 Committee Quorum and Voting:

4.8.9.1 Youth Council. In order to have a quorum, the Youth Council Committee must have in attendance both a majority of all Youth Council Committee members and a majority of all Board members who are members of the Youth Council Committee. Once a quorum of the Youth Council Committee is present, the action of a majority of those committee members in attendance, so long as such majority also includes a

majority of the Board member committee members, who are not excused from participating in the action due to a conflict of interest, when voting, constitutes committee action. Each Youth Council Committee member has one vote.

4.8.9.2 All Other Committees. A simple majority of the appointed members of all other Board committees, whether standing or ad hoc, shall constitute a quorum for business purposes. Once a quorum of any such other committees is present, the vote of a majority of those members in attendance, who are not excused from participating due to a conflict of interest, shall constitute committee action. Each committee member has one vote.

4.8.10. Attendance by non-committee Board members. Any Board member who is not a regular committee member of any standing or ad hoc committee may attend any committee meeting as a non-voting observer. There shall be no voting by proxy at any committee meeting, whether standing or ad hoc.

## **ARTICLE V Corporation Officers**

5.1 Officers. The Corporation shall have a President, President-Elect, Secretary, Treasurer, Executive Director, and Past-President, all of whom shall be elected by a majority vote of the Board except for the Executive Director who shall be separately selected and appointed by the Board.

5.1.1. President. The President shall always be one of the private business representative members of the Board. The President shall also serve as Chairperson of the Board, shall preside at Board meetings, serve as the chief spokesperson and signatory for the Board and have such other specific responsibilities as may be from time to time given to the President by the Board.

5.1.2. President-Elect. The President-Elect shall fulfill the functions of the President in the President's absence and perform such other functions as shall be assigned by the Board. The President-Elect shall automatically become President, without further vote, in the event the President is unable or unwilling, for any reason, to continue his or her elected term of service to its conclusion. The President-Elect shall also become the President when the term of service of the President, that the President-Elect is elected to succeed, ends.

5.1.3. Secretary. The Secretary shall be responsible for the preparation of the minutes of all Board meetings, shall sign such minutes once they have been approved by the Board and shall authenticate records of the Corporation. The Secretary may serve as President when neither the President nor President-Elect is available.

5.1.4. Treasurer. The Treasurer shall perform such functions as shall be assigned to the Treasurer by the Board. The offices of Secretary and Treasurer may be combined in one individual.

5.1.5. Executive Director. The Executive Director is an Officer of the Corporation and shall not be a member of the Board. The Executive Director shall supervise the day to day operations of the Corporation, make recommendations to the Board on all matters for which such recommendations are requested by the Board and otherwise perform all duties and functions assigned to the Executive Director by the Board.

5.2 Term. Unless specified otherwise by written employment contract or at the time of his or her election as an officer of the Corporation, all officers of the Corporation shall serve a term of office that is the longer of one year, July 1 through June 30 or until their successors are elected.

5.3 Standard of Conduct for Officers:

5.3.1 An officer shall discharge his or her duties as an officer, including the officer's duties as a member of any committee:

5.3.1.1 In good faith;

5.3.1.2 With the care an ordinarily prudent person in a like position would exercise under similar circumstances; and

5.3.1.3 In a manner the officer reasonably believes to be in the best interest of the Corporation.

5.3.2 In discharging the duties of an officer, an officer is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by:

5.3.2.1 One or more officers or employees of the Corporation whom the officer reasonably believes to be reliable and competent in the matters presented;

5.3.2.2 Legal counsel, public accountants, or other persons as to matters the officer reasonably believes are within the person's professional or expert competence;

5.3.2.3 A committee of the Board of which the officer is not a member, as to matters within its jurisdiction, if the officer reasonably believes the committee merits confidence.

5.3.3 An officer is not acting in good faith if the officer has knowledge concerning the matter in question that makes reliance otherwise permitted by Article 5.3.2, above, unwarranted.

5.3.4 The civil liability of officers for the performance or nonperformance of his or her duties shall be as set forth in WIA, Oregon law, and the Articles of Incorporation.

5.3.5 The Conflict of Interest Standards that apply to Board Members (as set forth in Article III) shall apply equally to officers of the Corporation.

**ARTICLE VI**  
**Directors and Officers Indemnification and**  
**Advancement of Litigation Expenses**

6.1 Indemnification of Director. In accordance with the standards set out in ORS 65.391 and ORS 65.394, as they currently exist or may subsequently be amended, the Corporation shall indemnify a Director of the Corporation who is made a party to any proceeding of a legal nature because the individual is or was a Director, against liability and reasonable expenses actually incurred by the Director in connection with that proceeding. In addition, the Corporation may pay for (or reimburse) the reasonable expenses incurred by a Director who is a party to a proceeding because the individual is or



was a Director, in advance of the final disposition of that proceeding, in accordance with ORS 65.397 as it currently exists or is subsequently amended. The Corporation's decision as to whether or not to indemnify a Director pursuant to the authority of ORS 65.391 shall be made in accordance with the requirements of ORS 65.404 as the same currently exists or is subsequently amended.

6.2 Indemnification of Officers. The Corporation shall indemnify an officer of the Corporation pursuant to ORS 65.407 as presently worded or subsequently amended, to the same extent that it would indemnify a Director pursuant to such statute. In addition, an officer of the Corporation is entitled to apply for court ordered indemnification under ORS 65.401, as currently worded or subsequently amended, to the same extent as a Director would be entitled to application pursuant to such statute. In addition, if and to the extent the Board of Directors chooses to do so, in its sole discretion, the Corporation may pay for or reimburse the reasonable expenses of an individual who is a party to a proceeding because the individual is or was an officer of the Corporation if such individual also complies with the requirements of ORS 65.397 as currently worded or subsequently amended.

6.3 Insurance. The Corporation shall purchase and maintain insurance on behalf of any individual as respects his or her service as a Director or Officer of the Corporation in accordance with ORS 65.411 as currently worded or subsequently amended.

## **ARTICLE VII By-Law Enactment and Amendment**

7.1 Enactment. The Corporation's initial By-Laws became effective upon their approval by the initial Board of Directors of the Corporation.

7.2 Amendment. Once adopted, the Corporation's By-Laws may be amended only in accordance with the following process and procedure:

7.2.1 For any proposed amendment of the By-Laws, written notice of the language of the proposed amendments shall be mailed to the offices of the Marion County Counsel, the Polk County Counsel, and the Yamhill County Counsel, not less than fifteen (15) days prior to the Corporation Board meeting at which the amendments are proposed for adoption.

7.2.2 The notice for any Board meeting at which By-Law amendments are proposed for adoption shall include reference to the fact that By-Law amendments are to be voted on at that meeting; and a summary or a copy of the proposed amendment(s) shall accompany the meeting notice.

7.2.3 A vote of two-thirds (2/3) of the members of the Board then present at a Board meeting noticed for such purpose, will be sufficient to amend the corporation's By-Laws in accordance with the proposed amendment(s).

**Exhibit D**

**Memorandum of Agreement among  
Mid-Willamette Jobs Council and  
Enterprise for Employment and Education  
(now Job Growers Incorporated)**

**AGREEMENT AMONG  
MID-WILLAMETTE JOBS COUNCIL  
AND  
ENTERPRISE FOR EMPLOYMENT AND EDUCATION**

THIS AGREEMENT is entered into by and between the Commissioners of Marion, Polk and Yamhill Counties acting collectively by charter as the Mid-Willamette Jobs Council, herein referred to as Jobs Council, and the Enterprise for Employment and Education, hereinafter referred to as the Enterprise, the two entities jointly referred to herein as the Parties.

WHEREAS, the Jobs Council, an ORS 190 organization formed by Intergovernmental Agreement among Marion, Polk and Yamhill Counties, is the Chief Elected Official under the Workforce Investment Act (WIA), herein referred to as the ACT;

WHEREAS, the Enterprise, an Oregon Nonprofit Corporation, that is exempt from taxation under Internal Revenue Code Section 501(c)(3) has been designated by the Chief Elected Official and certified by the Governor as a Workforce Investment Board in accordance with the ACT;

WHEREAS, the Jobs Council has designated the Enterprise to serve as the fiscal agent and administrative entity for funds received by the Jobs Council under the ACT for the period beginning July 01, 2008;

WHEREAS, the Jobs Council has assigned the assets and the responsibility for the liabilities under the ACT to the Enterprise for the period beginning July 01, 2008;

NOW THEREFORE, the parties agree as follows:

**ARTICLE I  
RESPONSIBILITIES**

**A. Jobs Council**

1. Appoints members of the Enterprise Board of Directors in accordance with Section 117(c)(1) of the Act, the Jobs Council charter and the Bylaws of the Enterprise.
2. Serves as the Grant Recipient for funds allocated to the local area under Section 117(d)(3) under the Act. Pursuant to Section 117(d)(3)(B)(i)(II) of the ACT, the Jobs Council hereby designates the Enterprise to act as the Local Fiscal Agent for such funds.
3. One Commissioner from each county shall serve on the Enterprise Board of Directors (3 positions total).
4. Approves the portion of the Enterprise budget related to the ACT under Section 117(d)(3)(A) of the Act.

5. Participates as a partner of the Enterprise in the development, approval, and submission of the local strategic plan under Section 117(d)(1) and Section 118(a) of the Act.
6. Participates in the selection of one-stop operators and other service providers under Section 117(d)(2)(A) and 121(d)(1) of the ACT.
7. Participates as a partner of the Enterprise in carrying out local program oversight under Section 117(d)(4) of the ACT.
8. Participates in conjunction with the Enterprise in the negotiation of local performance measures under Section 117(d)(5) and 136(c)(2) of the ACT.
9. Participates in partnership with the Enterprise Board of Directors in the selection and performance evaluation of the Enterprise Executive Director/Jobs Council Director.

**A. The Enterprise:**

1. Serves as the fiscal agent and administrative entity for funds received by the Jobs Council under the ACT.
2. Employs a professional staff to fulfill its responsibilities under the ACT.
3. Negotiates and enters into agreements for the delivery of local services in a manner consistent with the ACT, State and Federal law, the underlying regulations, the approved local plan, and the budget.
4. Disburses funds in accordance with the ACT, State and Federal law, the underlying regulations, federal cost principles, and the approved budget.
5. Provides standard fiscal accountability for all funds received under the ACT, and related or similar State and Federal Workforce Development laws or programs, including securing the outside audit of these funds as part of the Enterprise's annual audit process.
6. Provides quarterly financial and performance reports covering activities funded under the ACT to the Jobs Council.
7. Obtains appropriate insurance and bonding coverage.
8. Provides facilities, fixed assets, supplies, and services deemed necessary to carry out its responsibilities under the ACT.
9. Serves as the designated Workforce Investment Board and one-stop operator for Oregon Workforce Region 3.

**ARTICLE III  
RESOLUTION OF DISPUTE**

Every effort shall be made to resolve any dispute which may arise among the parties through informal negotiation. If such negotiation cannot produce satisfactory resolution within 30 calendar days of the dispute being raised, then the matter shall be submitted to mediation. If the Parties are not able to mutually resolve their dispute through mediation, they agree to resolve it through binding arbitration as provided by the rules of the American Arbitration Association.

**ARTICLE IV  
TERM OF AGREEMENT**

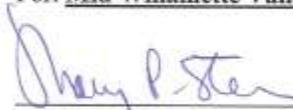
This agreement shall take effect on the date of the final signature and remain in effect until June 30, 2015.

**ARTICLE V  
ENTIRE AGREEMENT**

It is understood and agreed that the entire agreement among the parties is contained herein, and that this agreement supersedes all prior written or oral agreements among the parties relating to the subject matter hereof. It is further understood and agreed that certain documents of a fiscal or legal nature may be necessary for the implementation of this agreement. Any such documents shall be consistent with the terms and conditions of this agreement.

Dated this 20 day of June, 2008

For: **Mid Willamette Valley Jobs Council**

 6-20-08  
Mary Stern (Date)

For: **Enterprise for Employment and Education**

 6/24/08  
Michael Blanchard (Date)

**Exhibit E**

## **Mid-Willamette Jobs Council Members**

### **Marion County Commissioners**

Marion County Commission - Marion County Courthouse  
555 Court Street NE ~ PO Box 14500 ~ Salem, OR 97309  
Phone: (503) 588-5212 ~ Fax: (503) 588-5237

Commissioner Janet Carlson  
**Vice-President of  
Mid-Willamette Jobs Council**  
Email: [jcarlson@co.marion.or.us](mailto:jcarlson@co.marion.or.us)

Commissioner Patti Milne  
Email: [pmilne@co.marion.or.us](mailto:pmilne@co.marion.or.us)

Commissioner Sam Brentano  
Email: [sabrentano@co.marion.or.us](mailto:sabrentano@co.marion.or.us)

### **Polk County Commissioners**

Polk County Commission - Polk County Courthouse  
850 Main Street ~ Dallas, OR 97338  
Phone: (503) 623-8173 ~ Fax: (503) 623-0896

Commissioner Craig Pope  
Email: [pope.craig@co.polk.or.us](mailto:pope.craig@co.polk.or.us)

Commissioner Jennifer Wheeler  
Email: [wheeler.jennifer@co.polk.or.us](mailto:wheeler.jennifer@co.polk.or.us)

Commissioner Mike Ainsworth  
Email: [ainsworth.mike@co.polk.or.us](mailto:ainsworth.mike@co.polk.or.us)

### **Yamhill County Commissioners**

Yamhill County Commission - Yamhill County Courthouse  
535 East 5<sup>th</sup> Street ~ McMinnville, OR 97128  
Phone: (503) 434-7501 ~ Fax: (503) 434-7553

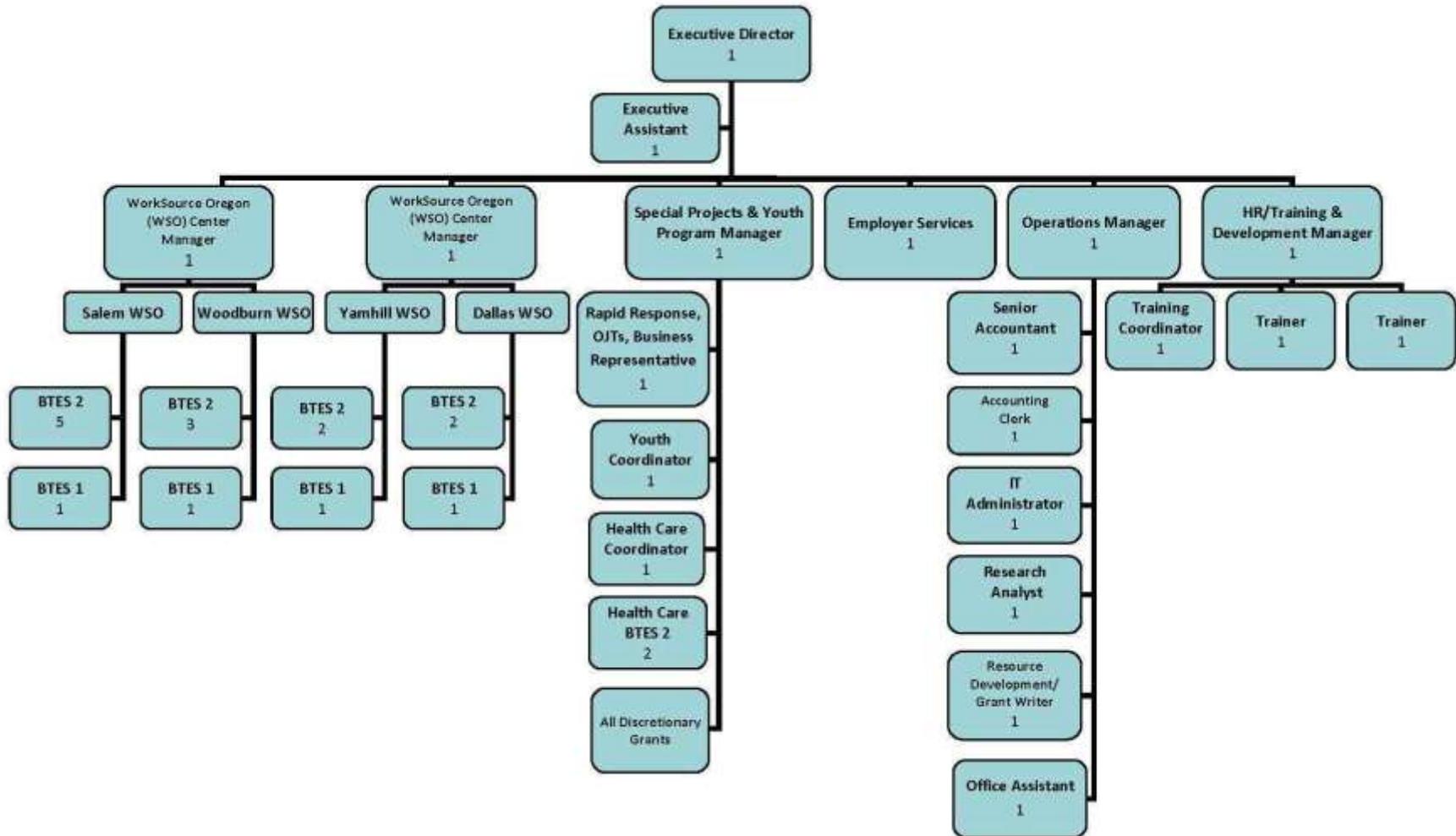
Commissioner Kathy George  
Email: [georgek@co.yamhill.or.us](mailto:georgek@co.yamhill.or.us)

Commissioner Leslie Lewis  
Email: [lewisl@co.yamhill.or.us](mailto:lewisl@co.yamhill.or.us)

Commissioner Mary Stern  
**President of  
Mid-Willamette Jobs Council**  
Email: [sternm@co.yamhill.or.us](mailto:sternm@co.yamhill.or.us)

**EXHIBIT F**

**Job Growers Incorporated  
Organizational Chart**



**EXHIBIT G****Memorandum of Understanding for  
Marion County Sheriff's Office, Parole and  
Probation Employment Services Team****JOB GROWERS**  
INCORPORATED**PARTNERSHIP AGREEMENT**

This agreement constitutes a mutual understanding between the Marion County Sheriff's Office, Parole & Probation Employment Services Team and Job Growers Incorporated. It acts as an agreement of terms to participate in a partnership to leverage resources in an effort to align the work of the Oregon WorkSource (WSO) Centers and the reentry program. This agreement is intended to increase employment and support services for ex-offenders and will create a workforce pipeline that meets the needs of the targeted population of this agreement.

**Responsibilities of Job Growers Incorporated**

- ✓ Identify a WSO Center staff that will meet with reentry job seeker referred to the Center
- ✓ Register the job seeker and engage them in the integrated service model which will help them address their employment barriers
- ✓ Enroll them in the workshop series that help determine their employability and/or need for additional training
- ✓ Assist the job seeker with support services as funding allows
- ✓ Meet with employers who are referred to us to determine if they are eligible to participate in our programs
- ✓ If a job seeker match with an employer is identified, follow our policies and procedures to work directly with the employer and the job seeker to develop a training plan and execute an On-the-Job (OJT) contract, including negotiating any allowable exceptions to our policies and procedures
- ✓ If an employer who is willing to support the reentry program is identified, consult with Marion County to see if they have a qualified job seeker for the OJT program
- ✓ When a reentry job seeker is enrolled in the OJT program, provide updates to Marion County when onsite monitoring of the OJT is performed.
- ✓ Openly communicate with Marion County Sheriff's Office, Parole & Probation Employment Services Team staff

Responsibilities of Marion County Sheriff's Office, Parole & Probation Employment Services Team

- ✓ Refer job seeker to the WorkSource Oregon Center so they are informed about the opportunities available to them
- ✓ Facilitate clients in the completion of the Center registration process
- ✓ Pre/Post-screen all job seekers prior to referring to the WSO Centers
- ✓ Assure a Release of Information is completed
- ✓ Openly communicate with WSO staff
- ✓ Forward names of employers who want to work with the reentry job seeker to the Business Representative from Job Growers to benefit from any and all program services
- ✓ When a potential match is identified, contact our business representative to determine if the services can be made available.

Term: The term of this agreement shall be from Upon Signature through March 31, 2014. Upon the expiration of the original term and review by each party, this agreement may be renewed for another two year term.

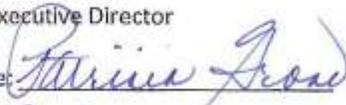
This Partnership Agreement may be modified, altered, revised, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all parties.

Job Growers Incorporated

Marion County Sheriff's Office

Name: Patricia Grose  
Executive Director

Name: Troy Clausen  
Undersheriff

Signature: 

Signature: 

Date: April 10, 2012

Date: 3-21-12

Draft reviewed on 2/16/12

**PARTNERSHIP AGREEMENT  
BETWEEN  
JOB GROWERS INCORPORATED  
AND  
MARION COUNTY**

Additional Signatures:

M J Wood 3.12.2012  
Division Cmdr. Date

Peggy Hutchins 3/30/12  
Marion County Contracts Date

Alvin M. Perry 04/05/12  
Marion County Legal Counsel Date

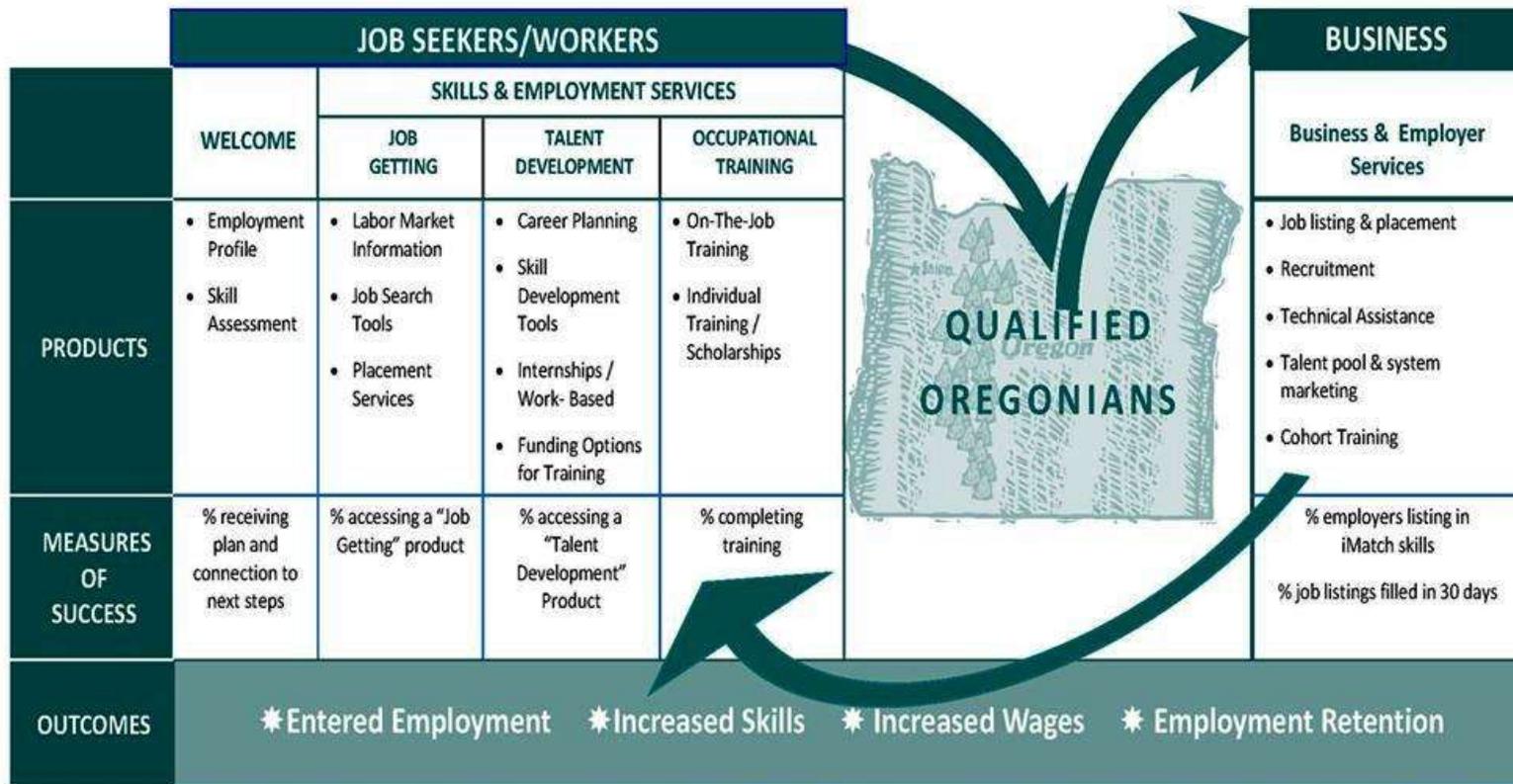


**EXHIBIT H**



**WORKSOURCE OREGON**  
"Oregon's Public Workforce System"

**280,000 PEOPLE SERVED**





ATTACHMENT A

Local Workforce Area/Region: **3**

WorkSource Oregon Center/Affiliate Site: WorkSource Oregon Salem Center 605 Cottage Street NE, Salem, OR 97301  
 Please note which workforce partner(s) provide(s) the following services at each site. If not applicable, please note "N/A."

Agency/Partner Name	<u>WIA Title IB</u> Youth, Adult & Dislocated Workers	<u>Title I-D</u> Veterans	<u>Title II</u> Adult ED & Literacy	<u>Title III</u> Wagner-Peyser: Employment Services	<u>Title IV</u> Voc. Rehab	Carl Perkins Voc. Technical ED Act	DHS	Other - CCWD
Activity/Service	Location #	Location #	Location #	Location #	Location #	Location #	Location #	Location #
Eligibility determination for WIA Title IB services	x	x	N/A	x	N/A	N/A	N/A	State responsible for eligibility determination via WOMIS registration
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system	x	x	N/A	x	x	N/A	N/A	
Initial assessment of skills	x	x	N/A	x	x	N/A	N/A	
Initial assessment of need for support services	x	x	N/A	x	x	N/A	N/A	
Referral to Unemployment Insurance	x	x	N/A	x	x	N/A	N/A	
Labor Market Information	x	x	N/A	x	x	N/A	N/A	
Provide referral to TANF	x	x	N/A	x	x	N/A	N/A	
Help access federal Financial Aid	x	x	N/A	x	x	N/A	N/A	
Job Search and Placement Assistance	x	x	N/A	x	x	N/A	N/A	
Career Exploration	x	x	N/A	x	x	N/A	N/A	
Provide information on availability of support services	x	x	N/A	x	x	N/A	N/A	



Performance outcome and cost information on eligible training providers	x	x	N/A	x	x	N/A	N/A	
Tracking of local performance measures	x	x	N/A	x	x	N/A	N/A	
Services to Veterans	x	x	N/A	x	x	N/A	N/A	
Business Engagement	x	x	N/A	x	x	N/A	N/A	
Claimant Reemployment	N/A	x	N/A	x	N/A	N/A	N/A	
Migrant Seasonal Farm Worker (MSFW) Services	N/A	x	N/A	x	N/A	N/A	N/A	
Reemployment Eligibility Assessment (REA)	N/A	x	N/A	x	N/A	N/A	N/A	
Self-Employment Assistance (SEA)	x	x	N/A	x	N/A	N/A	N/A	
WIA Title IB Follow-up Services (after Exit)	x	N/A	N/A	x	N/A	N/A	N/A	
Intensive Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Training Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Support Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	



Local Workforce Area/Region: **3**

WorkSource Oregon Center/Affiliate Site: WorkSource Oregon Polk Center 580 Main Street, Dallas, OR 97338  
 Please note which workforce partner(s) provide(s) the following services at each site. If not applicable, please note "N/A."

Agency/Partner Name	<b>WIA Title IB</b> Youth, Adult & Dislocated Workers	<b>Title I-D</b> Veterans	<b>Title II</b> Adult ED & Literacy	<b>Title III</b> Wagner-Peyser: Employment Services	<b>Title IV</b> Voc. Rehab	Carl Perkins Voc. Technical ED Act	DHS	Other - CCWD
Activity/Service	Location #	Location #	Location #	Location #	Location #	Location #	Location #	Location #
Eligibility determination for WIA Title IB services	x	x	N/A	x	N/A	N/A	N/A	State responsible for eligibility determination via WOMIS registration
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system	x	x	N/A	x	x	N/A	N/A	
Initial assessment of skills	x	x	N/A	x	x	N/A	N/A	
Initial assessment of need for support services	x	x	N/A	x	x	N/A	N/A	
Referral to Unemployment Insurance	x	x	N/A	x	x	N/A	N/A	
Labor Market Information	x	x	N/A	x	x	N/A	N/A	
Provide referral to TANF	x	x	N/A	x	x	N/A	N/A	
Help access federal Financial Aid	x	x	N/A	x	x	N/A	N/A	
Job Search and Placement Assistance	x	x	N/A	x	x	N/A	N/A	
Career Exploration	x	x	N/A	x	x	N/A	N/A	
Provide information on availability of support services	x	x	N/A	x	x	N/A	N/A	

Performance outcome and cost information on eligible training providers	x	x	N/A	x	x	N/A	N/A	
Tracking of local performance measures	x	x	N/A	x	x	N/A	N/A	
Services to Veterans	x	x	N/A	x	x	N/A	N/A	
Business Engagement	x	x	N/A	x	x	N/A	N/A	
Claimant Reemployment	N/A	x	N/A	x	N/A	N/A	N/A	
Migrant Seasonal Farm Worker (MSFW) Services	N/A	x	N/A	x	N/A	N/A	N/A	
Reemployment Eligibility Assessment (REA)	N/A	x	N/A	x	N/A	N/A	N/A	
Self-Employment Assistance (SEA)	x	x	N/A	x	N/A	N/A	N/A	
WIA Title IB Follow-up Services (after Exit)	x	N/A	N/A	x	N/A	N/A	N/A	
Intensive Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Training Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Support Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	



Local Workforce Area/Region: **3**

WorkSource Oregon Center/Affiliate Site: WorkSource Oregon Yamhill Center 370 NE Norton Lane, McMinnville, OR 97128

Please note which workforce partner(s) provide(s) the following services at each site. If not applicable, please note "N/A."

Agency/Partner Name	<u>WIA Title IB</u> Youth, Adult & Dislocated Workers	<u>Title I-D</u> Veterans	<u>Title II</u> Adult ED & Literacy	<u>Title III</u> Wagner-Peyser: Employment Services	<u>Title IV</u> Voc. Rehab	Carl Perkins Voc. Technical ED Act	DHS	Other - CCWD
Activity/Service	Location #	Location #	Location #	Location #	Location #	Location #	Location #	Location #
Eligibility determination for WIA Title IB services	x	x	N/A	x	N/A	N/A	x	State responsible for eligibility determination via WOMIS registration
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system	x	x	N/A	x	N/A	N/A	x	
Initial assessment of skills	x	x	N/A	x	N/A	N/A	x	
Initial assessment of need for support services	x	x	N/A	x	N/A	N/A	x	
Referral to Unemployment Insurance	x	x	N/A	x	N/A	N/A	x	
Labor Market Information	x	x	N/A	x	N/A	N/A	x	
Provide referral to TANF	x	x	N/A	x	N/A	N/A	x	
Help access federal Financial Aid	x	x	N/A	x	N/A	N/A	x	
Job Search and Placement Assistance	x	x	N/A	x	N/A	N/A	x	
Career Exploration	x	x	N/A	x	N/A	N/A	x	
Provide information on availability of support services	x	x	N/A	x	N/A	N/A	x	



Performance outcome and cost information on eligible training providers	x	x	N/A	x	N/A	N/A	x	
Tracking of local performance measures	x	x	N/A	x	N/A	N/A	x	
Services to Veterans	x	x	N/A	x	N/A	N/A	x	
Business Engagement	x	x	N/A	x	N/A	N/A	x	
Claimant Reemployment	N/A	x	N/A	x	N/A	N/A	x	
Migrant Seasonal Farm Worker (MSFW) Services	N/A	x	N/A	x	N/A	N/A	x	
Reemployment Eligibility Assessment (REA)	N/A	x	N/A	x	N/A	N/A	x	
Self-Employment Assistance (SEA)	x	x	N/A	x	N/A	N/A	x	
WIA Title IB Follow-up Services (after Exit)	x	N/A	N/A	x	N/A	N/A	x	
Intensive Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Training Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Support Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	



Local Workforce Area/Region: **3**

WorkSource Oregon Center/Affiliate Site: WorkSource Oregon Woodburn Center 120 East Lincoln Street, Woodburn, OR 97071

Please note which workforce partner(s) provide(s) the following services at each site. If not applicable, please note "N/A."

Agency/Partner Name	<u>WIA Title IB</u> Youth, Adult & Dislocated Workers	<u>Title I-D</u> Veterans	<u>Title II</u> Adult ED & Literacy	<u>Title III</u> Wagner- Peyser: Employment Services	<u>Title IV</u> Voc. Rehab	Carl Perkins Voc. Technical ED Act	DHS	Other - CCWD
Activity/Service	Location #	Location #	Location #	Location #	Location #	Location #	Location #	Location #
Eligibility determination for WIA Title IB services	x	x	N/A	x	N/A	N/A	x	State responsible for eligibility determination via WOMIS registration
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system	x	x	N/A	x	N/A	N/A	x	
Initial assessment of skills	x	x	N/A	x	N/A	N/A	x	
Initial assessment of need for support services	x	x	N/A	x	N/A	N/A	x	
Referral to Unemployment Insurance	x	x	N/A	x	N/A	N/A	x	
Labor Market Information	x	x	N/A	x	N/A	N/A	x	
Provide referral to TANF	x	x	N/A	x	N/A	N/A	x	
Help access federal Financial Aid	x	x	N/A	x	N/A	N/A	x	
Job Search and Placement Assistance	x	x	N/A	x	N/A	N/A	x	
Career Exploration	x	x	N/A	x	N/A	N/A	x	
Provide information on availability of support services	x	x	N/A	x	N/A	N/A	x	

Performance outcome and cost information on eligible training providers	x	x	N/A	x	N/A	N/A	x	
Tracking of local performance measures	x	x	N/A	x	N/A	N/A	x	
Services to Veterans	x	x	N/A	x	N/A	N/A	x	
Business Engagement	x	x	N/A	x	N/A	N/A	x	
Claimant Reemployment	N/A	x	N/A	x	N/A	N/A	x	
Migrant Seasonal Farm Worker (MSFW) Services	N/A	x	N/A	x	N/A	N/A	x	
Reemployment Eligibility Assessment (REA)	N/A	x	N/A	x	N/A	N/A	x	
Self-Employment Assistance (SEA)	x	x	N/A	x	N/A	N/A	x	
WIA Title IB Follow-up Services (after Exit)	x	N/A	N/A	x	N/A	N/A	x	
Intensive Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Training Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	
Support Services (indicate what service(s), see definitions below)	x	N/A	N/A	N/A	x	N/A	N/A	



**ATTACHMENT B**

**Local Workforce Area/Region: 3  
WorkSource Oregon Center/Affiliate Site: N/A**

**Direct Services Plan:** Complete the following tables displaying how core and intensive services will be delivered and funded by the partners within the One-Stop Centers and affiliate sites identified. These tables should aggregate WIA Title IB, Wagner-Peyser and other workforce partner staffing and infrastructure costs, at a minimum.

**Systems Investments (Current)**

One-Stop Centers and Affiliate Sites (Identify by Location)	Infrastructure Costs includes: Rent, Utilities, Maintenance, Technology, Marketing, etc.	Personnel Costs	Training		Other	Total Costs
			<i>Core</i>	<i>Intensive</i>		
Polk	\$94,490	\$233,093	\$38,155	\$88,640	N/A	\$454,378
Salem	\$279,750	\$2,509,418	\$124,381	\$619,962	N/A	\$3,533,511
Woodburn	\$123,830	\$549,003	\$36,656	\$68,289	N/A	\$777,778
Yamhill	\$257,896	\$1,010,987	\$75,597	\$178,110	N/A	\$1,522,590
<b>Total</b>						<b>\$ 6,288,257</b>

**Total Staff Levels in FTEs (Current)**

One-Stop Centers and Affiliate Sites (Identify by Location)	WIA Core Services			WIA Intensive Services			Other		
	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)
Polk	1				2.60		N/A		
Salem	11	1			7.65		9		
Woodburn	5	1			3.40		N/A		
Yamhill	6	1			4.65		3		

**Management & Administrative Staffing Across All One-Stop Centers and Affiliate Sites (Current)**

Management/Administrative Staff (Identified by Partner, i.e. Wagner-Peyser, Title IB, TANF, etc.)	Wagner-Peyser	Title IB	Total FTEs
Management Staff	Polk-.30, Salem-1.05, Woodburn-.30, Yamhill-.85	2.50	
Administrative Staff		4.00	
<b>Total for the LWIA</b>		<b>24.80</b>	



**ATTACHMENT C**

**Costs in Dollars (Planned over Next Two Years) \*Forecast for planning purposes only.**

One-Stop Centers and Affiliate Sites (Identify by Location)	Infrastructure Costs includes: Rent, Utilities, Maintenance, Technology, Marketing, etc.	Personnel Costs	Services		Other	Total Costs
			Core	Intensive		
Polk	\$188,980	\$486,645	\$63,871	\$177,280	N/A	\$916,776
Salem	\$559,500	\$5,059,384	\$208,214	\$1,239,924	N/A	\$7,067,022
Woodburn	\$247,660	\$1,109,956	\$61,362	\$136,578	N/A	\$1,555,556
Yamhill	\$515,792	\$2,046,619	\$126,549	\$356,220	N/A	\$3,045,180
<b>Total</b>						<b>\$12,584,534</b>

**Staff Levels in FTEs (Planned over the Next Two Years) \*Forecast for planning purposes only.**

One-Stop Centers and Affiliate Sites (Identify by Location)	WIA Core Services			WIA Intensive Services			Other		
	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)	Wagner-Peyser Staff	WIA Title IB Staff	Other Partners (identify)
Polk	1	N/A		N/A	2.60		N/A		
Salem	9	N/A		N/A	7.65		7		
Woodburn	5	N/A		N/A	3.40		N/A		
Yamhill	6	N/A		N/A	4.65		6		

**Management & Administrative Staffing Across All One-Stop Centers and Affiliate Sites (Planned over the Next Two Years)**

**\*Forecast for planning purposes only.**

Management/Administrative Staff (Identified by Partner, i.e. Wagner-Peyser, Title IB, TANF, etc.)	Wagner-Peyser	Title IB	Total FTEs	Planned
Management Staff	Polk-.30, Salem-1.05, Woodburn-.30, Yamhill-.85	2.50		Same
Administrative Staff		4.00		
<b>Total for the LWIA</b>		<b>24.80</b>		

**Attachment D was combined with Attachment C.**

**ATTACHMENT E**
**WORKFORCE INVESTMENT ACT TITLE IB  
 BUDGET, PARTICIPANT and PERFORMANCE PLAN for PY 12**

<b>Service Categories</b>	<b>Projected Number of Participants Who Will Receive at Least One Staff-Assisted Service*</b>	<b>Participant Carry-In by Program Year (e.g. X# = PY 10; X# = PY 11)**</b>	<b>Funding Allocation</b>	<b>Indicator of Performance (TEGL 17-05)</b>	<b>LWIA Performance Target  To be negotiated at a later date</b>
<b>Adults</b>	$(682 \cdot .35) + 782 = 1020^{**}$	782	1,327,339	Entered Employment Rate	
				Retention Rate	
				Average Earnings	
<b>Dislocated Workers</b>	$(471 \cdot .31) + 619 = 765^{**}$	619	1,397,908	Entered Employment Rate	
				Retention Rate	
				Average Earnings	
<b>Youth</b>	$(662 \cdot .11) + 661 = 734^{**}$	661	1,411,819	Placement in Employment or Education	
				Attainment of a Degree or Certificate	
				Literacy and Numeracy Gains	

Adults and Dislocated Workers

\*This is the total projected number of Adults (or DWs) who will receive services funded under Title I other than self-service or informational activities.

\*\* Total number of Adults (or DWs) enrolled in previous year/s carried forward, by Program Year.

Youth

\* This is the total projected number of Youth planned to be enrolled in the Program Year.

\*\* Total number of Youth enrolled in previous year/s carried forward.

NOTE: This attachment must be submitted for each year of the plan and attached to any modification request to CCWD.

**ATTACHMENT F****MEMORANDUM OF UNDERSTANDING**

**This Memorandum of Understanding contains the following sections:**

**OVERVIEW AND PURPOSE**

The purpose of this Memorandum of Understanding (hereinafter referred to as MOU) is to set forth the agreement between the Local Workforce Investment Board (Job Growers Incorporated, hereinafter referred to as Job Growers) and the One-Stop Partners in Marion, Polk and Yamhill counties (hereinafter referred to as Region 3) as required in Sections 121(c) and (d) of the Workforce Investment Act of 1998 (hereinafter referred to as WIA).

The parties to this MOU mutually share an expectation that the One-Stop System will represent and reflect the various and unique diversities and cultures of our communities. Our goals include:

- promoting and ensuring an effective diversified workforce
- creating and participating in opportunities to celebrate the diversity represented by our employees and the communities we serve
- engaging in activities, which will provide a model for multi-cultural team development in the One-Stop System

Job Growers and the One-Stop Partners share a vision for the region's One-Stop System, which is built upon the principles of universal access, quality service delivered in a timely and professional manner, friendly and helpful staff, and satisfied customers. The vision calls for an integrated and accessible system located throughout the region that focuses on co-location of partner staff and comprehensive service delivery wherever feasible. Where co-location is not feasible, the system relies on the partners named in Title I-B of WIA to devise methods to deliver integrated and accessible workforce services to their communities.

**Job Growers Incorporated Board of Directors Key Strategies and Operational Goals are listed below:**

**Strategic Goals**

- Promote business retention, expansion, and recruitment.
- Focus on developing transferrable skills and competencies that lead to self-sustaining employment.
- Facilitate pathways to youth employability.
- Align Job Growers' organization to meet the key strategies.

**Operational Goals**

- Develop partnerships and leverage resources available to meet the needs in all three counties.
- Identify and develop internal processes/models to strengthen service/program delivery.
- Identify and develop performance management processes/models to lead staff toward goal attainment.
- Recruit Board membership and subcommittee membership to represent regional diversity.

**I. PARTIES TO THE AGREEMENT**

Job Growers has determined that it is in the public interest in Region 3 to designate the required One-Stop Partners as allowed for in Section 121(d)(2)(A)(II) of WIA. The One-Stop Partners designated in Region 3, are as follows:



- The State of Oregon Employment Department
- The Office of Vocational Rehabilitation Services (OVRS), State of Oregon Department of Human Services
- Self Sufficiency Programs, State of Oregon Department of Human Services
- Oregon Human Development Corporation

#### **Role of the One-Stop Partners**

The One-Stop Partners under this MOU provide overall management and operation of the One-Stop service delivery system serving Region 3. Specifically, the One-Stop Partners will:

- Operate and maintain the region's One-Stop System;
- Make core services universally available and readily accessible; and
- Enter into cooperative agreements, as needed and appropriate, with local agencies which operate required partner programs and which are not One-Stop Partners.

#### **Agreement of the Chief Local Elected Officials**

The Chief Local Elected Officials for Region 3 are the County Commissioners for Marion, Polk and Yamhill counties. These persons (hereinafter referred to as LEOs) agree with the provisions above which created the One-Stop Partnership.

## **II. PROVISIONS**

#### **One-Stop Workforce System Services**

The comprehensive One-Stop System shall have available all core services mandated under Title I-B of WIA. In addition, the System will make available the intensive training and business services identified in WIA.

#### **Referrals Among Workforce Partners**

Referrals for services will be based on the principles of customer convenience and quality service. Referrals will be made by the most available and appropriate methods.

#### **Youth Services Available**

Eligible out-of-school youth may be served by the One-Stop System staff. The services to be made available to such youth are described in 29 CFR 664.405. They include:

- Outreach and intake
- Objective assessment
- Development of individual service plans
- Linkages to academic and occupational training and to other required WIA youth program elements
- Access to labor market, program and consumer information
- Linkages to employers and the job market

#### **One-Stop System Accessibility**

The One-Stop Partners are responsible for ensuring convenient access to all One-Stop System services for all customers. The One-Stop Partners agree to comply with the Americans with Disabilities Act (ADA) of 1990, and Section 504 of the Rehabilitation Act of 1973, as well as all regulations which implement these statutes and which prohibit discrimination on the basis of disability. The One-Stop Partners further agree to actively seek methods of assuring that individuals with disabilities are equitably served. To accomplish this, OVRS may provide training on Section 504 of the Rehabilitation Act and ADA. OVRS may take the lead with assistance from other

partners and consumers in developing methods to ensure each WSO Center is providing reasonable accommodations for individuals with disabilities.

The One-Stop Partners will take appropriate actions to ensure that customers and staff are free from discrimination and harassment in compliance with the state and federal laws. This includes discrimination or harassment based on sex, race, color, ancestry, religious creed, national origin, disability, age or marital status and any other basis prohibited by law.

#### **Methods of Administration**

The One-Stop Partners will comply with the State of Oregon's Methods of Administration Handbook published March 2001, and any rules issued pursuant to it. The Job Growers Board will designate an Equal Opportunity Officer for the One-Stop System.

#### **General Funding and Cost-sharing Principles**

The identification and allocation of the costs of operating the One-Stop System and providing services to customers is described in Attachment 3, Resource Sharing Agreement.

#### **One-Stop System Accountability**

Job Growers and the LEOs will share policy and oversight responsibilities and Job Growers will have the lead responsibility for the administration of WIA I-B funds and for the delivery of program services supported by those funds.

#### **One-Stop Center Certification**

Job Growers uses a One-Stop certification process to ensure that oversight responsibilities required by 29 CFR 662.1 OO(c) are carried out on a regular basis. The process includes site visits and written documentation of the services delivered in Region 3.

#### **Reporting Requirements**

Each partner will continue to maintain a separate data collection and reporting system keyed to its unique set of programs and reporting requirements.

#### **General Provisions**

This Memorandum of Understanding sets forth the full and complete understanding of the parties, as of the date herein. It supersedes any and all other agreements, oral or written, made or dated prior thereto.

#### **Duration**

This amended MOU shall take effect on January 1, 2013 or upon the signature, as appropriate, of Job Growers, the Partners, and the LEOs and the concurrence of the Governor's designated representative, whichever is later. The MOU will remain in effect through June 30, 2014, unless terminated earlier and may be extended in two-year increments commencing July 1, 2014, if agreed to by all parties.

#### **Amendments**

This MOU may be amended at any time upon the mutual written approval of Job Growers, the Partners, the LEOs, and the concurrence of the Governor's designated representative.

#### **Assignment**

If one of the partners assigns any duties and responsibilities under this MOU to another entity, which is not a party to this agreement, the assignor agency shall require the assignee to abide by

the terms of this MOU if they are applicable to that assignee's duties and responsibilities under the assignment.

#### **Termination**

This MOU may be terminated, with or without cause, by Job Growers or by the LEOs upon not less than six (6) months written notice to all parties to this agreement.

#### **Withdrawal**

Any Partner to this MOU may voluntarily withdraw upon not less than ninety (90) days written notice. Any liabilities or indebtedness incurred by the withdrawing partner under the terms of this MOU up to the date of withdrawal shall remain an obligation of that Partner. Job Growers or the remaining Partners, upon receipt of the notice of intent to withdraw, may request an amendment to the MOU to account for the loss of the services resulting from the withdrawal.

#### **New One-Stop Operator Partners**

Job Growers or the LEOs may add new Partners, required or otherwise, at any time in accordance with processes, subject to the execution of an amendment to this MOU.

### **III. LIABILITIES AND INDEMNIFICATION**

#### **Responsibility for Funds Provided Under WIA I-B**

In addition to any other remedies available for recovery of funds, if such jurisdiction is a county subject to Article XI, section 10 of the Oregon Constitution, provision for payment of such potential liability is described in the Memorandum of Agreement between Job Growers and the LEOs.

#### **Responsibility for Other Funds**

Each party is liable for any misuse of funds related to this agreement caused by or resulting from any actions or omissions by its officers, employees, or agents. Each party is liable for, and shall indemnify the other parties for, any misuse of funds caused by or resulting from its officers', employees', or agents' actions or omissions under or relating to this agreement.

#### **Responsibility for Torts**

Each party shall be responsible only for the tortious acts, omissions, or negligence of its own officers, employees, or agents. Subject to Article XI, section 7 or 10 of the Oregon Constitution, if the party is the State or a county, it is responsible only to the extent required by the Oregon Tort Claims Act, ORS 30.260 to 30.300. If the party is any other "public body," as defined in ORS 30.260, it is responsible only to the extent required by the Oregon Tort Claims Act.

#### **Responsibility for Comprehensive Liability and Property Damage Insurance**

Each party to this agreement shall obtain, and at all times keep in effect, comprehensive liability insurance and property damage insurance covering themselves, their officers', employees' or agents' tortious acts, omissions or negligence under this agreement. Any "public body," as defined in ORS 30.260, may satisfy these requirements in any manner allowed by ORS 30.282. Such public body liability and property damage insurance, whatever the form, shall be in an amount not less than the limits of public body tort liability specified in ORS 30.270. All other parties indicate by signature on this agreement that they have the insurance required above. Insurance coverage may not be canceled, materially changed, reduced, or not renewed without thirty (30) days prior written notice from the party to the local board. In the event of unilateral cancellation or restriction by the insurance company of the insurance policy, the public body or other party shall immediately notify the local board verbally and in writing.

**Responsibility for Employment and Other Related Benefits and Deductions**

Each party shall perform under this agreement as an independent contractor. Each party, with respect to its officers and employees, shall be exclusively responsible for providing for employment-related benefits and deductions that are required by law, including but not limited to federal and state income tax deductions, workers' compensation coverage, unemployment insurance coverage and contributions to the Public Employees Retirement System, if contributions are required.

**Non-appropriations**

If a party to this agreement fails to receive funding, appropriations or other expenditure authority, or has limitations placed on expenditure authority, the effect of which would cause the party to be unable to provide the resources it committed to provide under this agreement, then every effort will be made to renegotiate the agreement and allow the party to continue to participate. Failing such renegotiation, the affected party may withdraw as provided above.

**Confidentiality**

Parties to this agreement warrant that they will comply with the provisions of the Workforce Investment Act and other applicable federal and Oregon laws, regulations and administrative rules including, but not limited to, those relating to confidentiality of customer records.

**Dispute Resolution**

Every effort shall be made to resolve any disputes, which may arise among any of the parties to this MOU through informal negotiation. If such negotiation does not produce satisfactory resolution of the dispute within forty-five (45) calendar days of it being raised, then the dispute shall be resolved in accordance with the policy adopted by the Oregon Workforce Investment Board, "MOU Impasse Resolution."

**Third Party Beneficiaries**

The parties signing this MOU are the only parties to the MOU and are the only parties entitled to enforce its terms. Nothing in this MOU gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly or indirectly or otherwise, to third parties unless such third parties are individually identified by name herein and expressly described as intended beneficiaries.

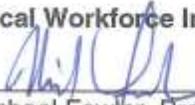
**Certification**

The parties whose signatures appear below agree that, to the best of their knowledge, this agreement conforms with all applicable federal and state laws, regulations and policies, and that they have entered into this agreement in good faith on behalf of their respective organizations and constituencies for the purpose of achieving the vision set forth in Sections 1 and 2 above.

**IV. PARTIES TO THE AGREEMENT**

The individuals signing this MOU have the authority to commit the parties they represent to the terms of this MOU, and do so by signing. This MOU is effective unless dissolved using the process described above.

**Local Workforce Investment Board and Local Elected Officials:**

  
\_\_\_\_\_  
Michael Fowler, President  
Job Growers Incorporated Board of Directors

  
\_\_\_\_\_  
Commissioner Janet Carlson  
Marion County Board of Commissioners



Commissioner Craig Pope  
Polk County Board of Commissioners

Commissioner Mary Stern  
Yamhill County Board of Commissioners

**Partners in the One-Stop System:**

Tom Erhardt, Area Manager  
Oregon Employment Department

Dan Haun, Marion/Polk Branch Manager  
Office of Vocational Rehabilitation Services  
Oregon Department of Human Services

Rene DuBoise, Manager  
Service Delivery Area 3, Self Sufficiency Programs  
Oregon Department of Human Service

  
Frances Alvarado Ronald J. Hauge  
Oregon Human Development Corporation

**Region 3 WorkSource Oregon One-Stop  
 CORE SERVICES FOR JOB SEEKERS**

<b>Activity</b>	<b>System Definition</b>
<b>Outreach</b>	Activities designed to inform and encourage customers to access the services available in Region 3 and by investor partner programs.
<b>Intake</b>	Process in which basic information is collected from customers by investor partner programs or One-Stop, which may determine program participation (e.g. name, SSN, demographic information etc.)
<b>Orientation</b>	Systematic Provision of information to job seekers on investor partner programs, Region 3, and Job and Career Center services. Provided by Job and Career Center resource staff. Delivered individually or through printed and electronic media (videotapes, computers, intra- and Internet, etc.)
<b>Initial Assessment of skill levels, aptitudes, and support service needs</b>	An initial identification of a customer's skill levels, aptitudes, and supportive service needs, this may be done through an interview, a needs survey, or self-assessed. Used to assess need for core, intensive or training services.
<b>Labor Market Information (Employment Statistics)</b>	Employment data and information relating to local, regional, and national economic/employment trends, demands, expectations, skill needs, wage rates, etc. Presented by Job and Career Center staff, self-service applications such as Intranet website access (OLMIS) or as part of group and individual job search assistance.
<b>Job listings/job referrals</b>	Job information that is provided by the "public labor exchange," a federally mandated service for the facilitated connection of appropriate job seekers with employer job openings, and/or through other job listing, job referral systems. There are normally two aspects to the service: the screening/referral of job seekers and the listing of employer job openings.
<b>Job search assistance</b>	Services designed to directly assist the job seeker in obtaining work, designed to help the individual's work search strategy (as opposed to career development). Can be provided to groups or individuals.
<b>Information on other WSO Center Partner services</b>	Information about Partner programs, eligibility criteria, and access. It may include the formal or informal scheduling and referral for customers with other investor partners.
<b>Information and referral for supportive services</b>	Provision of information to customers on the availability of services in the community such as childcare, transportation, and other assistance and referral to service providers when appropriate.
<b>Information on filing for unemployment insurance</b>	Information on filing claims for unemployment insurance.
<b>Assistance in determining eligibility for Financial Aid</b>	Assistance in establishing eligibility for training and education programs that are available in the local area but not funded by Title I of the WIA. At a minimum includes information about criteria, sources of and applications for such assistance May also include documentation of non-financial eligibility elements related to labor market and employability issues.
<b>Resource Room usage</b>	Participants' access and use of materials that are provided and designed to assist the job seeker in finding work, i.e. videos, access to computers for resumes, newspapers, electronic job listings, telephones, etc. Can be self-accessed or staff-assisted in nature.
<b>Rapid Response activities</b>	Assistance to individuals on the range of available services, normally upon mass layoff due to impact of economic/environmental factors, disaster situations, corporate changes, etc.
<b>Career Development</b>	Services designed to assist the job seeker in making appropriate vocational

	decisions (job search activities aid in work search strategies, "career development" is similar in nature but less involved than the intensive services "group counseling" and "individual counseling.")
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Region 3 WorkSource Oregon One-Stop  
**INTENSIVE SERVICES**

Intensive Services are for individuals who are unemployed and are unable to obtain employment through core services and who have been determined in need of such services to obtain employment or are in need of such services to obtain/retain employment that allows for self-sufficiency.

<b>Activity</b>	<b>System Definition</b>
<b>Comprehensive Assessment</b>	Evaluation of an individual's skills and abilities related to obtaining and maintaining employment and identifying the types of activities and/or services needed to do so. As part of intensive services this assessment will be more detailed and comprehensive than the initial identification of needs done as part of core services. This could include specialized assessments or formal evaluations.
<b>Individual Service Plan</b>	A plan, jointly developed with the participant that identifies short term employment objectives and the appropriate combination of services and activities to achieve those objectives.
<b>Short-Term Pre-vocational Services</b>	Activities and services that can be delivered in a short period of time that are designed to assist an individual in increasing their job readiness. Intensive activities include, but are not limited to, Adult Basic Education, GED, English as a Second Language and workplace preparation. Services that are designed to remove barriers and improve employment opportunities.

Region 3 WorkSource Oregon One-Stop  
**TRAINING SERVICES**

Training services are for individuals who are eligible for intensive services but unable to obtain or retain employment and have been (a) determined to be eligible for training, in accordance with the priority system, and in need of training; and (b) can successfully participate in training linked to employment opportunities.

<b>Activity</b>	<b>System Definition</b>
<b>Adult Education</b>	Services or instruction below the post-secondary level for individuals (a) who have attained 16 years of age; (b) who are enrolled or required to be enrolled in secondary school under State law, and (c) who: (i) lack sufficient mastery of basic educational skills to enable the individuals to function effectively in society; (ii) do not have a secondary school diploma or its recognized equivalent, and have not achieved an equivalent level of education; or (iii) are unable to speak, read, or write English language. This is combined with other WIA training.
<b>Customized Training</b>	Training (a) that is designed to meet the special requirements of an employer (including a group of employers); (b) that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and (c) for which the employer pays for not less than 50% of the cost of the training. (WIA)
<b>Employer Training</b>	Provision of training and technical expertise to individuals and groups of employers on areas of knowledge, normally on program topics such as American Disabilities Act, accommodations, agricultural, recruitment, labor law, etc.
<b>Entrepreneurial Training</b>	Training that provides an individual with the knowledge and skills to start and grow a business. (Small Business Administration)
<b>Job Readiness Training</b>	Training that provides an individual with the workplace competencies (resources, interpersonal skills, information, systems, technology) and foundation skills (basic skills, thinking skills and personal qualities) needed to obtain and maintain a job. (Based on the SCANS Report)
<b>Occupational Skills Training</b>	Programs designed to prepare a person with the skill and knowledge to enter employment in a specific occupation or group of occupations. Programs vary in length depending on the current knowledge of the participant and the skills necessary for employment in the particular field. (Based on occupational preparatory training definition, Oregon Community College Handbook)
<b>On-the Job Training</b>	Training by an employer that is provided to a paid participant while engaged in productive work in a job: (a) provides knowledge or skills essential to the full and adequate performance of the job; (b) provides reimbursement to the employer of up to 50% of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and (c) is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant, as appropriate. (WIA)
<b>Professional Technical Training</b>	Programs offered by Oregon community colleges, private career schools and other providers to prepare a person with the knowledge and skills to enter employment or further education for a specific professional technical occupations or careers. Professional technical is defined as occupations concerned with the theoretical or practical aspects of such fields as science, art, education, law and business relations where substantial post-secondary educational preparation or equivalent On-the-Job Training or experience is required. Occupational groupings include: general management support, engineering and scientific; data processing and mathematical; social sciences, law and related; teaching and

	related; medicine and health; and writing, art and related.
<b>Related Instruction</b>	Programs of study for which applied or specialized associate degrees are granted, or programs of an academic year or more in length for which certificates are granted, must contain a recognizable body of instruction in program-related areas of 1) communication, 2) computation, and 3) human relations. Additional topics, which should be covered as appropriate, include safety, industrial safety, and environmental awareness. Instruction in the related instructional areas may be either embedded with the program curriculum or taught in blocks of specialized instruction. Each approach, however, must have clearly identified content that is pertinent to the general program of study. (Commission on Colleges Accreditation Handbook)
<b>Retraining Services</b>	Includes classroom training, occupational skill training, On-the-Job Training, out-of-area job search, relocation, basic and remedial education, literacy and English for non-English speakers training, entrepreneurial training, and any other appropriate training activities directly related to appropriate employment opportunities.
<b>Skill Upgrade Training</b>	Training that provides the skills necessary for an individual to maintain their job and/or increase their upward mobility to a better job.
<b>Workplace Training/Related Instruction</b>	A program of study that combines occupational skills training, related instruction and work-experience to provide persons with the skills, knowledge and abilities to enter employment in a specific occupation or group of occupations.

Region 3 WorkSource Oregon One-Stop  
**EMPLOYER SERVICES**

<b>Activity</b>	<b>System Definition</b>
<b>Employer Relations</b>	Contact with employers to assist the employer in meeting workforce needs, solicit job orders, market career system services and place job seekers.
<b>Labor market information, customized</b>	Information and services such as labor market studies done in response to employer requests (the development, publication, and/or distribution of LMI material beyond that routinely done for the business and employer community.)
<b>Labor market information, routine</b>	A variety of information and services for employers covering work trends, labor market expectations, business outlooks, etc. that is developed and/or provided on a somewhat regular basis.
<b>Job order taking</b>	Obtaining and listing job orders from employers as an aspect of basic labor exchange services (referral of job seekers is the other "half" of the public labor exchange), investor partners may have their own labor exchange services (i.e. job listings for specific programs, OJTs, training, clientele, etc.)
<b>Referral and interview scheduling, and employer use of facility/office</b>	Making special arrangements for job applicants/program participants for an employer such as coordinating interview times, consolidating application forms, facilitating use of interview room, etc. (beyond referral of applicant to employer); done in situations for special employer needs, dependant upon resources and office priorities, etc.
<b>Special Recruitment for employer</b>	Solicitation of job seekers for specific employer needs; radio, mailings, media and other efforts to encourage job seekers to apply with an employer (activities beyond normal listing/referral.)
<b>Reference checks of referrals/applicants</b>	Verification of a job seeker's work background, normally contacting past employers and/or personal references for dates of work, evaluation of work, willingness to rehire, etc.
<b>Occupational testing</b>	Administration of standardized tests to meet employer needs.
<b>Employer seminars/conferences</b>	Training or workshops focused on the needs of employers.
<b>Employer advisory committees</b>	Participation with employers in a formalized setting to assist in developing/delivering services, addressing labor market concerns, sharing employment and training information.
<b>Job Fair coordination</b>	Development and coordination of employer job fairs with job seekers.
<b>Training and Technical Assistance</b>	Provision of training and technical expertise to individuals and groups of employers on areas of knowledge, normally on program topics such as ADA, workplace accommodations, agricultural recruitment, labor law etc.
<b>Assistance on tax credit eligibility and other wage subsidy programs</b>	Screening, informing, and/or assisting employers in eligibility for program or governmental programs with financial incentives for the business (e.g. JOBS Plus, WOTC, First Source Hiring, ADA accommodation, On-the-Job Training and other programs.)
<b>Alien Certification and similar programs</b>	Federal programs for recruitment/consideration of US workers and potential foreign workers (agricultural and non-ag workers employers)
<b>Rapid Response Assistance</b>	Services for an employer designed to assist in averting a layoff of employees or in the adjustment to a layoff (work with Human Relations/Personnel department, information on work-share unemployment insurance, coordination of service provider meetings, etc.)
<b>Skill Training Services</b>	The identification of an employer's skill needs, discussion, development, and coordination of training programs to assist the employer in resolving skill

	<p>needs. The service may be on the behalf of a single employer, an industry, or for different groups of employers. The service could be directed towards the current workforce of a business or the development of future employees.</p>
<p><b>Job Retention Services</b></p>	<p>Activities designed to assist the employer in maintaining a stable workforce. The services may be specifically for the employer, facilitated through the employer or provided directly to the employees. They include: employee assistance (e.g. resolving child care, transportation, accessing mental health and/or substance abuse services), staff training, or information on the "work-share" program, etc.</p>

**ATTACHMENT G**
**Resource Sharing Agreement**
**Region 3 Resource Sharing Agreement  
 Cost Allocation Reconciliation Worksheet  
 January 2013 – June 2014**
**PARTIES TO THE AGREEMENT**

The following partner organizations have agreed to provide services through the Region # (3) WorkSource Oregon Center and to share such costs that are of mutual benefit:

ORGANIZATION	PRIMARY FUNDING STREAM	PARTNER CONTACT INFORMATION
Partner A Oregon Employment Dept. Marion/Polk	Wagner-Peyser	Name: Danell Butler 605 Cottage St. NE Salem, Or 97301 Phone: (503) 378-8026 E-Mail: Danell.L.Butler@state.or.us
Partner A Oregon Employment Dept. Yamhill	Wagner-Peyser	Name: Michael Newstrom 370 Norton Lane McMinnville, Or 97128 Phone: (503) 434-7575 E-Mail: Mike.S.Newstrom@state.or.us
Partner B Job Growers Incorporated	WIA Title I-B	Name: Pat Grose 626 High St. NE. Salem, Or 97301 Phone: (503) 581-4505 E-Mail: pgrose@jobgrowers.com

**RESOURCE SHARING PLAN**

Each Region One-Stop partner agrees to pay the appropriate share of the agreed upon costs by contributing cash, or goods and services as follows:

**Center Resource Sharing Plan (Aggregate of Centers)**

Aggregate of Centers							
Cost Category	Total Estimate	OED Share			JGI Share		
		Estimate	Actual	Variance	Estimate	Actual	Variance
Photo Copier Lease	23,651	11,196			12,455		
Photo Copier Meter	6,921	2,727			4,194		
Fax Lease	2,592	2,592			0		
Copier Toner	0	0			0		
Copier/Fax paper	11,859	4,640			7,220		
Copier Supply Kit	0	0			0		
Fax Toner	0	0			0		
Member Swipe Cards	0	0			0		
Confidential Recycling	3,030	2,790			240		
Misc Supplies	35,036	23,342			11,694		
<b>Totals</b>	<b>83,088</b>	<b>47,286</b>	<b>0</b>	<b>0</b>	<b>35,802</b>	<b>0</b>	<b>0</b>

The aggregate roll-up of Center costs created a 2% variance from the formula utilized to determine "fair share." This is a direct result of "rounding off" when computing each of the four Center resource sharing plans. Since reconciliation will take place at the center level, we find the 2% variance created in the roll up acceptable.

**Center Resources Sharing Plan (Salem WSO)**

Salem WSO							
Cost Category	Total Estimate	OED Share			JGI Share		
		Estimate	Actual	Variance	Estimate	Actual	Variance
Photo Copier Lease	6,686	3,474			3,212		
Photo Copier Meter	1,587	1,080			507		
Fax Lease	2,592	2,592			0		
Copier Toner	0	0			0		
Copier/Fax paper	4,344	0			4,344		
Copier Supply Kit	0	0			0		
Fax Toner	0	0			0		
Member Swipe Cards	0	0			0		
Confidential Recycling	1,530	1,530			0		
Misc Supplies	24,744	20,135			4,610		
<b>Totals</b>	<b>41,483</b>	<b>28,811</b>	<b>0</b>	<b>0</b>	<b>12,672</b>	<b>0</b>	<b>0</b>

**Center Resources Sharing Plan (Yamhill WSO)**

Yamhill WSO							
Cost Category	Total Estimate	OED Share			JGI Share		
		Estimate	Actual	Variance	Estimate	Actual	Variance
Photo Copier Lease	6,189	3,330			2,859		
Photo Copier Meter	3,159	747			2,412		
Fax Lease	0	0			0		
Copier Toner	0	0			0		
Copier/Fax paper	2,598	1,808			791		
Copier Supply Kit	0	0			0		
Fax Toner	0	0			0		
Member Swipe Cards	0	0			0		
Confidential Recycling	1,260	1,260			0		
Misc Supplies	5,235	2,757			2,478		
<b>Totals</b>	<b>18,441</b>	<b>9,902</b>	<b>0</b>	<b>0</b>	<b>8,540</b>	<b>0</b>	<b>0</b>



**Center Resources Sharing Plan (Woodburn WSO)**

Woodburn WSO							
Cost Category	Total Estimate	OED Share			JGI Share		
		Estimate	Actual	Variance	Estimate	Actual	Variance
Photo Copier Lease	4,392	4,392			0		
Photo Copier Meter	900	900			0		
Fax Lease	0	0			0		
Copier Toner	0	0			0		
Copier/Fax paper	2,990	1,770			1,220		
Copier Supply Kit	0	0			0		
Fax Toner	0	0			0		
Member Swipe Cards	0	0			0		
Confidential Recycling	180	0			180		
Misc Supplies	4,362	450			3,912		
<b>Totals</b>	<b>12,824</b>	<b>7,512</b>	<b>0</b>	<b>0</b>	<b>5,312</b>	<b>0</b>	<b>0</b>

**Center Resources Sharing Plan (Polk WSO)**

Polk WSO							
Cost Category	Total Estimate	OED Share			JGI Share		
		Estimate	Actual	Variance	Estimate	Actual	Variance
Photo Copier Lease	6,384	0			6,384		
Photo Copier Meter	1,275	0			1,275		
Fax Lease	0	0			0		
Copier Toner	0	0			0		
Copier/Fax paper	1,928	1,062			866		
Copier Supply Kit	0	0			0		
Fax Toner	0	0			0		
Member Swipe Cards	0	0			0		
Confidential Recycling	60	0			60		
Misc Supplies	695	0			695		
<b>Totals</b>	<b>10,341</b>	<b>1,062</b>	<b>0</b>	<b>0</b>	<b>9,279</b>	<b>0</b>	<b>0</b>

I hereby certify that the above is a true statement of resources contributed by our agency in support of the shared costs identified in the Region 3 Resource Sharing Agreement.

*Danell Butler* 10/31/12  
Signature Date

Danell Butler, Manager  
Oregon Employment Department Marion/Polk

*Danell Butler for Michael Newstrom* 10/31/12  
Signature Date

Michael Newstrom, Manager  
Oregon Employment Department Yamhill

*Patricia Grose* 10/30/12  
Signature Date

Patricia Grose, Executive Director  
Job Growers Incorporated



## ATTACHMENT H

### WIA TITLE IB ASSURANCES AND DISCLOSURE OF LOBBYING ACTIVITIES

#### FEDERAL GRANT ASSURANCES

Each Grantee should carefully read and review the WIA Statute and Regulations related to this Assurances form. For purposes of this Grant Contract, "Contract" shall mean "Grant Contract" and "Contractor" shall mean "Grantee."

The Contractor identified below, through its duly authorized representative, hereby assures and certifies that throughout the period of the grant /contract award and at all times while this Contract is in effect, it will comply with (as they may be amended from time to time), all applicable federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives, including without limitation: the Title IB of the Workforce Investment Act of 1998 (PL 105-220 29 USC Sec 2801 et seq) and corresponding WIA Regulations (20 CFR 660.300) OMB Circulars A-87 and A-133; all regulations and administrative rules established pursuant to the foregoing, all applicable Oregon Revised Statutes; and all applicable Oregon Administrative Rules.

Without limitation, Contractor assures and certifies that it:

1. Has the legal authority to apply for and receive funds, including federal and state funds, under the grants and programs covered by this Contract, and the institutional, managerial and financial capability (including funds sufficient to pay the non-federal share of project cost) to ensure proper planning, management and completion of the projects, grants and programs covered by this Contract.
2. With respect to Federal funds received by Contractor under this Contract, will comply with the cost principles determined in accordance with the provisions of OMB Circular A-87, "Cost Principles for State, Local and Indian Tribal Governments," or A-21, "Cost Principles for Educational Institutions" or A-122, "Cost Principles for Non-Profit Organizations" as applicable based on the status of the entity receiving the Contract, and the cost related provisions of the corresponding regulations found in 29 CFR part 97, 29 CFR Part 95 or 48 CFR Part 31.
3. Will maintain and will permit the Agency, the Oregon Secretary of State's Audit Division, the Oregon Department of Justice, the Federal Department of Labor, Employment and Training Administration through any authorized representative, access to and the right to examine and audit all records, books, papers or documents related to the awards or programs, to satisfy audit and program evaluation purposes and for all other lawful purposes; will establish a proper accounting system in accordance with generally accepted accounting standards and directives of the Federal awarding agencies; and will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
4. Will not permit any person or entity to receive grant or program funds if the person or entity is listed on the non-procurement portion of the General Service Administration's list of parties excluded from federal procurement or non-procurement programs in accordance with Executive Order No. 12,549 and Executive Order No. 12,689 of the President of the United States.
5. Contractor will comply with the following:
  - A. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 USC section 1352. Any person



who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

B. The lobbying provisions of 34 CFR Part 82.

Contractor certifies, by signing this agreement to the best of his or her knowledge and belief, that no Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Contract, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

C. Contractor shall require certification of the foregoing from all recipients of grant or program funds by including it in and requiring that it be included in all contracts pursuant to which grant or program funds are paid.

6. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

7. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding Agency.

8. Will comply with all federal, state, and local laws, regulations, executive orders, ordinances, administrative rules, and directives relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) The Americans with Disabilities Act of 1990 (42 U.S.C. §§12131 et seq.), which protects qualified persons with disabilities from discrimination in employment opportunities and imposes requirements for construction, remodeling, maintenance and operation of structures and facilities; (f) Implementation of the Nondiscrimination and equal Opportunity Provisions of the Workforce Investment Act of 1998 (29 CFR Part 37); (g) ORS Chapter 659, as amended; (h) any other nondiscrimination provisions in the specific statute(s) under which application for federal assistance is being made; and, (i) the requirements of any other nondiscrimination laws, regulations, executive orders or ordinances which may apply to Applicant or the award or programs.

9. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7326) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds, unless exempt by the Hatch Act exclusion for individuals employed by an educational or research institution, establishment, agency, or system which is supported in whole or in part by a state or political subdivision



thereof, or by a recognized religious, philanthropic, or cultural organization, as provided in 5 U.S.C. §1501(4) (B).

10. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.

11. Will comply with the applicable requirements of the federal Health Insurance Portability and Accountability Act of 1996 (HIPPA) (42U.S.C. §§1320d et seq.) and the implementing regulations, 45 CFR 160, which relate to health information privacy and security and the transmission of such information

12. Will comply with the following additional requirements in accordance with WIA:

- A. All proposals, evaluations, periodic program plans, and reports relating to each program will be available for public inspection.
- B. No grant funds will be used for the acquisition of real property or for construction unless specifically permitted by the authorizing statute or implementing regulations for the program.
- C. No grant funds will be used in violation of the prohibitions against use of such funds for religious worship, instruction, or proselytization.
- D. Contractor will cooperate in any evaluation of the program by the Secretary of the United States Department of Labor.
- E. Contractor will use fiscal control and accounting procedures that ensure proper disbursement of and accounting for federal funds.
- F. Contractor will obligate funds in accordance with the timing and other requirements of 29 CFR Part 97.21 or 29 CFR 95.22.
- G. Contractor will furnish reports that the Agency requests or that may reasonably be necessary for the Agency to carry out its responsibilities under the program, and will furnish all annual and other reports required by applicable laws and regulations.
- H. Contractor will keep records that fully show: (1) the amount of funds; (2) how the funds are used; (3) the total cost of the project; (4) the share of that cost provided from other sources; and (5) other records to facilitate an effective audit.
- I. Contractor will keep records to show its compliance with program requirements.
- J. Records will be retained for three years after completion of the projects and Work covered by this Contract and access will be provided as deemed necessary by the Department or the United States Department of Labor.
- K. Contractor will comply with the protection of the rights and privacy of parents and students in accordance with, the Family Educational Rights and Privacy Act of 1974, (20 U.S.C. §1232g).
- L. None of the funds will be used to acquire equipment (including computer software) in any instance in which such acquisition results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

14. Will comply with all applicable requirements of all of the foregoing and all other federal, state, and local laws, regulations, ordinances, executive orders, administrative rules, and directives applicable to the grants, awards, programs, and Work covered by this Contract

15. Debarment, suspension, ineligibility and voluntary exclusion – lower tier covered transactions: As required by Executive Order 12549, Debarment and Suspension, and implemented at 15 CFR Part 26, Section 26.510, Participants Responsibilities, for prospective participants in lower tier covered



transactions (except subcontracts for goods or services under the \$25,000 small purchase threshold, unless the subtier recipient will have a critical influence on or substantive control over the award), as defined at 15 CFR Part 26, Sections 26.105 and 26.110:

- A. The prospective lower tier participant certifies, by submission of these assurances, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- B. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this proposal.

16. The Contractor also agrees by signing this Contract that he or she shall require that the language of these assurances be included in all subagreements, which exceed \$100,000 and that all such subrecipients, shall certify and disclose accordingly.



**ATTACHMENT I**

**WIA Title I-B Statement of Concurrence for the  
Local Workforce Investment Area known as  
Job Growers Incorporated Board of Directors  
serving Marion, Polk and Yamhill Counties in Workforce Region 3**

***Statement of Concurrence***

We, the undersigned, do hereby approve and submit this Local Plan, including the Local Strategic Plan, Compliance Section, and Attachments A-K for the Workforce Investment Act Title I-B Adult, Youth, and Dislocated Worker Programs.

Job Growers Incorporated will be the subrecipient under this Plan.

Job Growers Incorporated will be the Administrative Entity under this Plan.

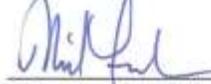
The length of this Plan will be January 1, 2013 through June 30, 2014.

We assure that all activities entered into by the subrecipient and/or administrative entity with funds provided under this Plan will be subject to the attached assurances and confined to the described activities.

**Submitted on behalf of the Local Workforce Investment Board and Chief Elected Officials for this Local Workforce Investment Area:**

  
\_\_\_\_\_  
(Signature- Chief Elected Official)  
Mary Stern, Commissioner, Yamhill County

10/24/12  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
(Signature- Workforce Investment Board Chair)  
Michael Fowler, President, Job Growers Incorporated Board of Directors

10/24/12  
\_\_\_\_\_  
Date

**Accepted on behalf of the State of Oregon:**

\_\_\_\_\_  
Cam Preus, Commissioner  
Department of Community Colleges and Workforce Development

\_\_\_\_\_  
Date

\_\_\_\_\_  
Laurie Warner, Director  
Employment Department

\_\_\_\_\_  
Date

**ATTACHMENT J**

**Signature Page**

**WIA Title I-B Partners Statement of Agreement  
for the Local Workforce Investment Area known as  
Job Growers Incorporated Board of Directors,  
Workforce Region 3 Serving Marion, Polk and Yamhill Counties**

***Partners' Statement of Agreement***

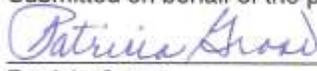
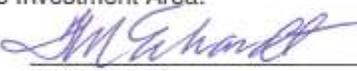
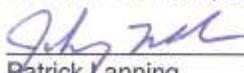
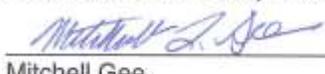
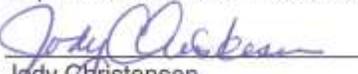
We the undersigned do hereby approve and submit this Local/Regional Strategic Plan representing the following programs:

- WIA Title I-B
- Employment Department
  - WIA Title III (Wagner-Peyser)
  - Migrant and Seasonal Farmworkers
  - UI
  - Veterans
  - TAA
- Community College
- WIA Title II (Adult Education and Family Literacy Act)
- Carl Perkins (Post-secondary)
- Department of Human Services
  - TANF
  - Food Stamps Employment and Training Program
  - WIA Title IV (Vocational Rehabilitation Act)
- Job Corps
- Economic Development Organization
- Please list Additional Partners

The length of this Plan will be January 1, 2013 through June 30, 2014.

We agree with the contents of this Plan.

Submitted on behalf of the partners for this Workforce Investment Area.

<p>          Patricia Grose          Job Growers Incorporated</p>	<p>          Tom Erhardt          Oregon Employment Department</p>
<p>          Patrick Lanning          Chemeketa Community College</p>	<p>          Rene DuBoise          Department of Human Resources</p>
<p>          Mitchell Gee          Oregon Business Development Department</p>	<p>          Jody Christensen          McMinnville Economic Department Partnership</p>



JOB GROWERS  
INCORPORATED

*BH*

Byron Hendricks  
SEDCOR Chair

*10/25/12*

Date

Accepted on behalf of the State of Oregon

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
Date

\_\_\_\_\_  
(Name and Title)



**ATTACHMENT K**

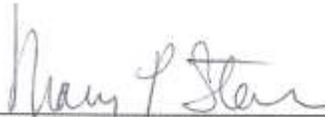
**LOCAL WORKFORCE INVESTMENT BOARD  
RECERTIFICATION REQUEST**

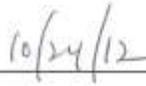
We certify that we are authorized to request recertification of the Job Growers Incorporated Board of Directors for the Marion, Polk, and Yamhill counties Local Workforce Investment Area, Workforce Region Three.

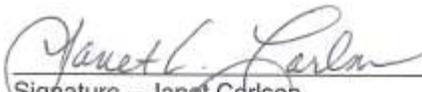
This recertification is for the Workforce Investment Act two-year period beginning July 1, 2012 and ending June 30, 2014.

This request includes documentation demonstrating the Local Workforce Investment Board Membership composition (**See Exhibit A**).

Submitted on behalf of the Local Elected Official(s) for this Local Workforce Investment Area.

  
\_\_\_\_\_  
Signature – Mary Stern  
President, Mid-Willamette Jobs Council  
Yamhill County Commissioner

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Signature – Janet Carlson  
Vice-President, Mid-Willamette Jobs Council  
Marion County Commissioner

  
\_\_\_\_\_  
Date



**ATTACHMENT L**

**Vocational Scholarship Cover Page**

**VOCATIONAL SCHOLARSHIP  
APPLICANT PROCEDURE AND FORMS**



**JOB GROWERS**  
INCORPORATED

**For Vocational Scholarship Applicant**  
**INSTRUCTIONS AND CHECKLIST**

**Instructions:** Complete the Vocational Scholarship application package. The application **MUST** be completed in ink and **MUST** be legible. Incomplete or illegible applications may be rejected.

**A completed application consists of the following documents:**  
(Please check off that each of the following is completed and in the packet)

- \_\_\_\_\_ Scholarship Application
- \_\_\_\_\_ Monthly Household Budget Information Worksheet
- \_\_\_\_\_ Monthly Training/Educational Budget Information Worksheet
- \_\_\_\_\_ Child Care and Transportation Plan
- \_\_\_\_\_ Vocational Scholarship Narrative
- \_\_\_\_\_ Informational Interviews
- \_\_\_\_\_ Copy of your I-Match skills printout, and/or a current resume
- \_\_\_\_\_ Signed Customer Expectations Agreement
- \_\_\_\_\_ Has completed the NCRC
- \_\_\_\_\_ Has completed the “Managing Your Money” workshop

**PLEASE NOTE:**

A Job Growers Business, Training and Employment Specialist will review your packet, and forward your application to the WorkSource Center weekly staff meeting. The staff and manager will review all applications at this time, and approved applications will then be reviewed by the Job Growers Incorporated funding committee.

## VOCATIONAL SCHOLARSHIP APPLICATION

APPLICANT NAME: \_\_\_\_\_

Degrees held: \_\_\_\_\_

Community College Degree: \_\_\_\_\_

Bachelor's: \_\_\_\_\_ Master's: \_\_\_\_\_ Other: \_\_\_\_\_

Previous job title: \_\_\_\_\_

What is your employment goal? \_\_\_\_\_

### Training Program Information:

Name of School: \_\_\_\_\_

Name of Training Program: \_\_\_\_\_

Training Start date: \_\_\_\_\_

Estimated Training End date: \_\_\_\_\_

Will the training result in a certificate, degree or license? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, which one: \_\_\_\_\_

<b>Estimated Total Training Costs:</b>	
Tuition:	\$
Books:	\$
Supplies:	\$
Fees:	\$
Tools:	\$
Uniforms or Special Clothing:	\$
Testing Fees:	\$
Other: Identify here _____	\$
Other: Identify here _____	\$
Other: Identify here _____	\$
<b>TOTAL</b>	<b>\$</b>

### CHILD CARE & TRANSPORTATION PLAN

*(Two areas that must be planned carefully are your childcare and your transportation)*

#### CHILD CARE:

- ❖ Who will care for your children each day while you are in school and/or training?

NAME \_\_\_\_\_ PHONE \_\_\_\_\_

How much will this childcare cost each month while you are in school and/or training? \_\_\_\_\_

- ❖ Who will be your back-up childcare provider if the main provider can't care for your children?

NAME \_\_\_\_\_ PHONE \_\_\_\_\_

How much will it cost? \_\_\_\_\_

- ❖ Who will care for your children if they are ill?

NAME \_\_\_\_\_ PHONE \_\_\_\_\_

How much will it cost? \_\_\_\_\_

- ❖ How will you pay for your childcare? \_\_\_\_\_

#### TRANSPORTATION:

- ❖ How will you get to and from your school and/or training site each day? \_\_\_\_\_

- ❖ How much will it cost each month to go to and from the site? \_\_\_\_\_

- ❖ What will be your back-up transportation if the first one falls through? \_\_\_\_\_

- ❖ How much will the back-up transportation cost? \_\_\_\_\_



**MONTHLY HOUSEHOLD BUDGET INFORMATION WORKSHEET**

Part 1

APPLICANT NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

<b>HOUSEHOLD MONTHLY INCOME</b>	
CALCULATE MONTHLY	AMOUNT
Unemployment Insurance: When does your current claim expire? _____	\$
TANF, General Assistance:	\$
Child Support: (only if actually paid to applicant)	\$
Spousal Support: (only if actually paid to applicant)	\$
GI Bill/VEAP: (if being used to pay household expenses)	\$
Work-Study:	\$
Food Stamps:	\$
SSI/Social Security:	\$
Disability Payments:	\$
Worker's Compensation:	\$
Are you receiving help from your gas/electric company to pay your bill?	YES or NO
Money from relatives, friends, etc. for the purpose of household expenses:	\$
National Guard/Reserve Pay:	\$
Business or Farm Income:	\$
Interest or Dividends:	\$
Private Insurance Benefits:	\$
Savings: (if you are withdrawing from your savings for living expenses)	\$
Spouse's Take-home pay: (after taxes)	\$
Applicant Take-home pay: (after taxes)	\$
Other (specify):	\$
<b>TOTAL HOUSEHOLD INCOME:</b>	<b>\$</b>

5

Job Growers Incorporated is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900 Please contact Job Growers Incorporated if you need an accommodation.

Z:\Administration\Procedures\WorkSource Center Procedures\Voc Scholarship Procedures\VOGATIONAL SCHOLARSHIP APPLICANT PROCEDURES.rev 1.2.3.12.docx

**MONTHLY HOUSEHOLD BUDGET INFORMATION WORKSHEET**

Part 2

APPLICANT NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

<b>HOUSEHOLD MONTHLY EXPENSES</b>	
CALCULATE MONTHLY	AMOUNT
Rent/House Payment:	\$
House Insurance:	\$
Property Taxes:	\$
Utilities: (electric, gas, garbage, water, all phones)	\$
Health, Car Insurance or other type of insurance:	\$
Medical Expenses: (doctor, dentist, prescriptions)	\$
Gas for Car(s):	\$
Car(s) payment:	\$
Car repairs:	\$
Cable TV and/or Internet:	\$
Food, Household supplies:	\$
Personal: (clothing, haircuts, laundry)	\$
Credit Payments: (including credit cards, back taxes, etc.)	\$
Child Care:	\$
Recreation/Entertainment: (movies, restaurants, etc.)	\$
Savings: (for retirement, 401K, IRA, etc.)	\$
Child Support Payments:	\$
Other: (specify)	\$
<b>TOTAL HOUSEHOLD EXPENSES:</b>	\$

TOTAL HOUSEHOLD INCOME: (FROM PAGE 5)	\$
<i>Subtract</i> TOTAL HOUSEHOLD EXPENSES: (FROM PAGE 6)	- \$
<b>TOTAL:</b>	\$

6

Job Growers Incorporated is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900 Please contact Job Growers Incorporated if you need an accommodation.

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## MONTHLY TRAINING/EDUCATION BUDGET INFORMATION WORKSHEET

APPLICANT NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

<b>TRAINING/EDUCATIONAL RESOURCES</b>	
CALCULATE MONTHLY	AMOUNT
Pell Grant:	\$
SEOG:	\$
Other Grants/Scholarships: (specify)	\$
Grant/Scholarship:	\$
Grant/Scholarship:	\$
Amount Paid by Vocational Rehabilitation for Training/Education:	\$
TAA:	\$
Work Study for Training/ Education:	\$
G.I. Bill:	\$
<b>LOANS (list separately below)</b>	
Loan:	\$
Family member contributions specifically for Training/ Education:	\$
Personal savings specifically for Training/Education:	\$
Other: (i.e., IRA, trust fund, etc.)	\$
<b>Total Financial Resources Available for Training/ Education:</b>	\$

<b>TRAINING/EDUCATIONAL COSTS</b>	
CALCULATE MONTHLY	AMOUNT
Tuition	\$
Books	\$
Supplies	\$
Fees	\$
Tools	\$
Uniforms, shoes, other special clothing, etc.:	\$
Child Care expenses while training:	\$
Transportation costs while training:	\$
Other (specify)	\$
<b>Total Training/Education Costs:</b>	\$

<b>TOTAL TRAINING/ EDUCATION RESOURCES:</b>	\$
<i>Subtract</i> <b>TOTAL TRAINING/ EDUCATION COSTS:</b>	-\$
<b>TOTAL:</b>	\$

## CONDUCTING THE EMPLOYER INFORMATIONAL INTERVIEW

### ❖ What is it?

The informational interview is a way to find out about a specific career or job. This is done by talking with a person who does that kind of job. It is best done in person. You will see and experience the workplace, and are more likely to interview a relaxed and talkative person. You may even get a tour of the facility.

### ❖ How to get started?

Start thinking about people who do these types of jobs. Do you know anyone that you may be able to interview?

- ⇒ A friend, relative, neighbor, former co-worker or supervisor
- ⇒ The staff at your doctor's office, bank, children's school, etc.
- ⇒ Ask other students if they know anyone who does the job you are researching.
- ⇒ If you cannot think of someone you know who does this type of work, then you must do a cold contact – talk with someone you don't know yet.

### ❖ Some ideas for cold contacts . . .

- ⇒ **Yellow pages** – look up the type of business you want to work in. Make sure you know the title of the job you want to do.
- ⇒ **Want Ads** – If you see an ad for a position you interested in, call the company and ask to talk to someone doing that job.

### ❖ How do I set up an Informational Interview?

1. Make a list of companies and people who you might want to talk to. **ALWAYS** contact the person by phone first to set up a time to talk. Don't just walk in and expect to see someone without an appointment.
2. Make notes about what you will say when you get someone on the phone so that you will have something to refer to if your mind goes blank or you get nervous.

#### **Example:**

Hello, my name is Jane and I am interested in training in (*occupational field you are interested in* \_\_\_\_\_.) I want to learn more about jobs in this field. I would like to talk with you or someone in your office about working as a (*\_\_\_\_\_ job title.*) I would like to meet with you for about 15-20 minutes at a time that works best for you. I will be asking some questions about your job. I am trying to find out more about this career to see if it is right for me. I am not looking for a job at this time, just some information.

3. Suggest several times that might work to meet. The person may ask you to do the interview right then on the phone. If so, go ahead. It is fine to do an interview over the phone, but try to do at least one interview in person.

## CONDUCTING THE EMPLOYER INFORMATIONAL INTERVIEW CONTINUE...

### ❖ **How is it done?**

Collect your questions ahead of time. Here are some questions you might want to include in addition to the ones on the form:

- ⇒ On a typical day in this position, what do you do?
- ⇒ What parts of this job do you like the best? Like the least?
- ⇒ How did you decide that this is the job you wanted to do?
- ⇒ Does this company provide any on the job training?
- ⇒ Do you know which schools provide the best training for this job?
- ⇒ What opportunities for advancement are available in this field?
- ⇒ Is there a demand for people in this occupation?
- ⇒ What special advice could you give someone entering this field?
- ⇒ Do you know of other people in the field who might be willing to be interviewed?

Respect the amount of time the worker is spending with you and be considerate. If however, the worker offers to spend more time with you or offers a tour of the workplace, take advantage of the opportunity.

Dress appropriately for the workplace that you will be going to. You should consider this a business contact and dress professionally.

Arrive on time, be polite and professional. Refer to your list of prepared questions, but allow time for discussion. Turn your cell phone off before you go into the building.

### ❖ **After the interview . . .**

When you finish the interview, offer a firm handshake and ask for the person's business card or company address so that you'll have the correct spelling of his/her name, plus the mailing address.

Right after the interview write a short hand-written thank you note to the person you interviewed. If someone talked with you at length on the phone, you should also send him/her a thank you note. Simply say thank you for the person's time and the information that was given to you.

### INFORMATIONAL INTERVIEWS

**Please do an interview with at least two people who do the kind of job you would like to do upon completion of training.**

Contact Information	
<b>Contact Name:</b>	
<b>Company or Organization Name:</b>	
<b>Title:</b>	
<b>Phone Number:</b>	
<b>Email:</b>	
<b>Date Interviewed:</b>	

#### Possible questions to ask:

- ⇒ Is the training I am planning to pursue needed to do this job?
  
- ⇒ Is the training I am planning to pursue sufficient to do this job, or will I need work experience and/or more training?
  
- ⇒ What training and/or certificate and/or education did you acquire?
  
- ⇒ Where did you get your training?
  
- ⇒ What personal qualities are important to be successful in this job?
  
- ⇒ In your opinion, are there opportunities for advancement?
  
- ⇒ What are the usual hours and shifts in your job, and what is the starting hourly wage and benefits?

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- ⇒ Where did you get your training?
  
- ⇒ What personal qualities are important to be successful in this job?
  
- ⇒ In your opinion, are there opportunities for advancement?
  
- ⇒ What are the usual hours and shifts in your job, and what is the starting hourly wage and benefits?

**CUSTOMER EXPECTATIONS AGREEMENT**



***Instructions:***

*Please review this document and be prepared to sign it at your next appointment with Job Growers Staff.*

**WHILE ATTENDING TRAINING, YOU ARE EXPECTED TO:**

- Maintain a cumulative and term grade point average of 2.0 or better
- Maintain a grade point average sufficient to graduate from or receive certification in the approved area of study
- Complete sufficient credit hours to finish the approved course of study within the time frame established under the approved training plan
- Turn in any required mid-term evaluations or progress reports and copies of grades at the end of each term (if applicable)
- Notify us immediately if there is any change in your program or if it is necessary for you to drop out of your training program. If you drop out after the drop out deadline you may be responsible for payment of any costs incurred including tuition, books, supplies and fees
- Upon completion of the training, provide us with documentation of completion
- Look for full-time employment at the end of your training
- Affirm that you do not have any legal or physical barriers that prevent you from doing the kind of work for which you are seeking training

**I understand the expectations listed above and agree to comply. I have received a copy of this form.**

**APPLICANT NAME (printed):** \_\_\_\_\_

**APPLICANT SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

OFFICE USE ONLY		
DISTRIBUTION:	ORIGINAL TO CUSTOMER FILE	
COPY TO:		

## RESOURCES AVAILABLE TO GATHER LABOR MARKET INFORMATION

The decision to invest your time and money in training is important and the information you will learn in researching your chosen occupation will help in your decision-making process. There are many resources available in assisting potential students to research their occupation of interest before entering a training program.

RESOURCE	WEBSITE ADDRESS
<b>Oregon Labor Market Information System –</b> Resources for job seekers and students; search job listings all over the state; find employer contract info; find career & occupational information	<a href="http://www.olmis.org">www.olmis.org</a>
<b>Occupational Outlook Handbook –</b> Information on hundreds of occupations such as: training & education needed; earnings; expected job prospects; what workers do on the job; working conditions, etc.	<a href="http://www.bls.gov/oco">www.bls.gov/oco</a>
<b>O*NET Occupational Information Network –</b> Find occupations; match your skills to occupations; find demand occupations; look at the knowledge, skills, abilities, work activities, interests & work values for hundreds of occupations.	<a href="http://online.onetcenter.org/">http://online.onetcenter.org/</a>
<b>High-Wage, High-Demand and High Skill Occupations for every area in Oregon –</b> Find these jobs for all areas in the State including Marion, Polk & Yamhill Counties	<a href="http://www.qualityinfor.org/olmis/PubReader?itemid=00005527">http://www.qualityinfor.org/olmis/PubReader?itemid=00005527</a>
<b>Careers Newspaper –</b> Find information on demand occupations	* Available in the WSO Centers *
<b>Career Information System –</b> Comprehensive information on occupations, industries, career learning areas, programs of study & training, schools, financial aid & a lot more!	* Available in the WSO Centers *
<b>General Scholarship Information –</b> Information on sources of financial aid.	<a href="http://www.fastweb.com">www.fastweb.com</a> <a href="http://www.finaid.org">www.finaid.org</a>

**ATTACHMENT M**

**Cover page for  
Job Growers' Rapid Response  
Procedures**

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## **Rapid Response Procedures Marion/Polk/Yamhill Counties**

### **BACKGROUND**

When faced with job losses, workers may or may not be thinking of the financial, social and personal impact on themselves and their families. Rapid Response activities provide access to information and services designed to smooth the transition for workers and their families. These activities need to be provided as soon as possible so that workers are aware of their options, and are involved and proactive with their plans.

These protocols are guidelines for layoffs or closure events and need to be modified to meet the needs of the employer and workers.

The Workforce Investment Act (WIA) requires that rapid response activities be provided to employers and workers when a layoff or closure has occurred. The State is responsible for providing rapid response activities, and these required activities are carried out in local areas by State staff, or by an entity designated by the State, in conjunction with local boards and chief elected officials.

Rapid Response activities must include:

- Immediate and onsite contact with the employer, representative of the affected workers, and the local community (community based organization); information on unemployment insurance, WorkSource Oregon Centers (One-Stops), employment and training services, and Trade Act must be included..
- Guidance and/or financial assistance in establishing a labor-management committee (Transition Team).
- Emergency assistance funds adapted to meet the particular layoff or closure.
- Assistance to develop a coordinated response to the dislocation event and, as needed, obtain access to State economic development assistance.

### **DEFINITIONS**

- 1) Rapid Response Activity – pre-layoff or post layoff services provided to a group of workers and employers affected by a layoff or closure.
- 2) Dislocated Worker Unit (DWU) of the Department of Community Colleges and Workforce Development (CCWD) – an identifiable unit within the CCWD with the capabilities and functions identified in Section 112(b)(17)(A)(ii) and 134(a)(2)(A) of the WIA.
- 3) Worker Adjustment and Retraining Notification Act (WARN ) - a federal law that protects workers, their families, and communities by requiring most employers with 100 or more employees to provide notification 60 calendar days in advance of plant closings and mass layoffs to employees, employee representative, the local chief elected official, and the state DWU.
- 4) WorkSource Oregon Centers - the local One-Stop service offices.
- 5) Transition Team (TT) - a team that helps design and guide services to impacted workers at a site. The team consists of company representative, union or worker representative, and Job Growers Incorporated staff.
- 6) Trade Act (TAA) – training and unemployment services for workers laid off from companies when the layoffs are due to shifts in imports or exports.
- 7) Communication Tree – Job Growers Business Representative will develop a communication mechanism to ensure that all Job Growers and partner staff are provided with updates on the layoff or closure event, e.g. Job Growers staff (Executive Director, WorkSource Oregon Manager, leads), Oregon Employment Department manager, Oregon Business Department, SEDCOR, state Dislocated Worker Unit. Information shared must be kept confidential.

**The following guidelines shall apply to the provision of rapid response activities in our region:**

- 1) Any staff or partner staff (Oregon Employment Department, Oregon Business Department, SEDCOR, state Labor Liaison, state Dislocated Worker Unit) who learns of a layoff or closure, contacts the Job Growers Business Services Representative via phone or email as soon as possible.
- 2) Job Growers Business Representative:
  - a. Gathers information and details on the layoff or closure:
    - i. What do we know about the company?
    - ii. Is the company union?
    - iii. Is this a layoff or closure?
    - iv. How many workers are affected?
    - v. What do we know about the employees (number and profile)?
    - vi. Can the layoff or closure be averted?
    - vii. What will the impact be on the community?
    - viii. Identify potential community stakeholders.
    - ix. Has a WARN or layoff notice been received by the state?
    - x. Do we know if there is potential for Trade Act certification?
    - xi. Is a staffing agency involved?
    - xii. Is the company current on payment of Unemployment Insurance taxes?
    - xiii. Schedules date and time for onsite meeting with employer.
    - xiv. Debriefs Executive Director and WorkSource Oregon Center staff leads.
  - b. Job Growers Business Representative will determine who will attend the initial onsite meeting, prepares the agenda, and facilitates the meeting. Suggested agenda items include:
    - i. Introductions
    - ii. Initial company assessment (e.g. how many workers, profile and demographics of workers, and other companies impacted, attachment A)
    - iii. Discuss pre-layoff services such as transition team or peers, onsite resource room, etc. (attachment B for transition team to use)
    - iv. Identify possible leverage items from the company (space for a resource room, computers, phones, fax, paid worker time for attending pre-layoff activities, employer training funds, and worker representative to attend onsite meeting with employer).
  - c. Job Growers Business Representative debriefs Job Growers Executive Director after the onsite meeting.
  - d. If transition team is formed, Job Growers Business Representative co-facilitates the first 2 or 3 meetings.
  - e. Job Growers management team decides next steps as to whether Job Growers applies for state rapid response or additional assistance funds, or prepares a National Emergency Grant.
- 3) If attempts at engagement with the employer are unsuccessful, Job Growers Business Representative works with WorkSource Oregon Manager to provide packets to be mailed to the



affected workers, using Oregon Employment Department's access to listings of employees of the company.

- 4) Job Growers Business Representative sends email to communication tree outlining next steps.
- 5) Any other onsite services will be coordinated by Job Growers Incorporated WorkSource Oregon Center Manager.
- 6) Whoever works with the company last completes employer evaluation of rapid response services, if possible (attachment D).
- 7) Job Grower Business Representative develops a communication data base for staff and partner staff access.

## **Rapid Response Onsite Meeting Employer/Worker Representative Checklist**

- 1) Introductions.
- 2) Review the agenda.
- 3) Checklist for initial assessment of the company:
  - Confirm reason for layoff/closure.
  - Identify the worker's shift schedule (will employee meetings be adjusted to meet at beginning or end of each shift or will employer allow ½ hour paid time for meetings?)
  - Is the company willing to utilize their facility for pre-layoff services (location, times and dates available)?
  - Is the company willing to pay for employees to attend pre-layoff services, workshops, etc?
  - Number of limited-English speaking employees?
  - What language groups represented?
  - What is the education level of employees?
  - Identify the benefits the company has for its employees:
    - Severance package
    - Incentive to work until the layoff date/closure
    - Paid time to attend pre-layoff services
    - Training fund
    - Employee Assistance Program
    - Out placement services
  - Who would the company want to identify for contact with media coverage or information?
  - Any chances to avert the layoff?
  - What other companies will be affected by this layoff/closure?
  - Is a staffing agency involved?
  - Will you support a transition team for this layoff/closure (selection of company members, date and time of first transition team meeting)?
  - What cities/counties do the employees live in?
- 4) Cover the menu of services and the possible delivery options of these services to meet the employer/employee needs.
  - UI
  - TAA
  - Dislocated Worker
  - Job Fairs
  - Workshops designed to meet your employee's needs (based on survey results)
  - Worker survey (obtain employer approval)
- 5) Questions and Answers.

### **On-site Employee Meeting Standard Agenda**

1. Introduce self and all staff present
2. Explain that we are from the WorkSource Oregon centers and want to let the employees know about the services that are available to them at no cost because they are dislocated workers.
3. Hand out Survey for Workers (attachment C) and let everyone know you will collect them at the end.
  - a. NOTE: Explain that these surveys are confidential and help us know what kind of services we can provide to help the workers with their transition to a new job or educational opportunities.
4. Pass out the information packets and review each item in the packet to explain what the value of the item is.
5. Explain that we cannot answer questions about unemployment insurance because each claim is very specific to the individual circumstances of the person and show the postcard that lists the website and phone number of the UI center.
6. Open the floor for any questions that the employees might have.
7. Thank everyone for coming and let them know that their employer has done a very good thing for them by allowing us on-site to provide this session. Encourage them to keep the information packet even if they don't think they will use it. If in a few months they really do not need it they might be able to pass it along to someone who does.
8. Collect completed Survey for Workers forms

#### **Items to take to on-site meeting**

1. Information packets
  - a. Current calendar
  - b. Getting the Best Results with iMatchSkills brochure (ESPUB 304)
  - c. Job Seeking Solutions that Work brochure (ESPUB 291)
  - d. File unemployment info postcard (UIPUB 147)
  - e. Oregon Careers magazine
  - f. When the paycheck stops brochure from CCWD/AFL-CIO
  - g. A Guide for Dislocated Workers in Oregon from CCWD
  - h. Any other relevant materials
2. Blank copies of the Survey for Workers form
3. Pens

**WorkSource Oregon Centers  
Survey for (Company) Workers**

The WorkSource Oregon Centers want to provide employment services that will meet your needs and interests. By answering the following questions, you will help us gather information on how we may best help you with your employment and career goals.

*This information will be kept confidential.*

**PLEASE RESPOND TO THE FOLLOWING:**

**WHY ME? WHY NOW? WHAT NEXT?**

The first thing to realize is that you're not alone. Many people have suffered the loss of a job at some time in their lives through no fault of their own. When you are laid off, it causes you to make changes. This is hard and takes time. Fortunately, there's a lot of help available to get you through this change and into a new job.

**AFTER THE LAYOFF/CLOSURE, MY PLANS ARE:**

- To find a new full-time job as soon as possible
- To find a new part-time job as soon as possible
- To work full-time and go to school
- To work part-time and go to school
- To go to school but not work
- I am in school now and plan to continue
- To look for work in another city/town/state
- Retire and not return to work
- Undecided at this time

**I AM INTERESTED IN THE FOLLOWING WORKSHOPS:**

- How to write resumes and cover letters
- How to do an effective job search
- How to identify my job skills
- How my job skills meet current job openings
- What employers are looking for on an employment application?
- Where to find career information and job leads
- How to improve my interviewing skills and practice

**BEFORE THE LAYOFF/CLOSURE:**

- I am interested in attending workshops offered prior to layoff that will increase my chances to return to work.
- I am interested in attending workshops at the closest WorkSource Oregon Center.

The best time(s) for me to attend would be (please circle):      Morning                      Afternoon

**INFORMATION ABOUT YOUR CURRENT EMPLOYMENT:**

Job title \_\_\_\_\_

Current wage (hourly, weekly, or monthly) \_\_\_\_\_

Years employed at current job \_\_\_\_\_ Date of layoff \_\_\_\_\_

What shift did you work? \_\_\_ Day \_\_\_ Swing \_\_\_ Graveyard

**MY HIGHEST LEVEL OF EDUCATION IS:**

- Last grade completed \_\_\_\_\_
- High School Diploma/GED
- Associate's Degree (2 years, please list Major) \_\_\_\_\_
- Bachelor's Degree (4 years, please list major) \_\_\_\_\_
- Master's or higher (5 years, please list major) \_\_\_\_\_
- Some College \_\_\_\_\_
- Other (list) \_\_\_\_\_

My first language is \_\_\_ English \_\_\_ Spanish \_\_\_ Russian \_\_\_ Vietnamese \_\_\_ Other (please list) \_\_\_\_\_

**OPTIONAL INFORMATION**

Name \_\_\_\_\_

Phone Number \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

Zip \_\_\_\_\_

The best time of day to contact me is \_\_\_\_\_

**I AM:**

- A veteran \_\_\_\_\_ years old       the only wage earner at my house
- Male       Female

*We will use the above optional information to contact you regarding workshops, trainings, and information that may be helpful to you during this change.*

Job Growers Incorporated is a partner in WorkSource Oregon and provides federal Workforce Investment Act services to adults, dislocated workers and youth. Job Growers and WorkSource Oregon are equal opportunity employers/programs. Auxiliary aids and services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900.

**Rapid Response Evaluation  
Employer Assessment  
Summary Form**

Name of Employer \_\_\_\_\_ Industry \_\_\_\_\_ Date \_\_\_\_\_

Please check the appropriate box under the following rapid response activities that the Mid-Willamette Workforce Network's Rapid Response Team provided to you:

- 1) The Rapid Response Team clearly explained what services were available to you and your workers at the onsite meeting with you, and the different options in providing the services, e.g. workshops before the layoff, onsite resource room, and onsite services versus services at the WorkSource Oregon Centers.  
 Did not meet expectation  
 Met expectation  
 Exceeded expectation
- 2) The services were designed to meet your needs and the needs of your workers.  
 Did not meet expectation  
 Met expectation  
 Exceeded expectation
- 3) The information and services were conducted in a timely manner.  
 Did not meet expectation  
 Met expectation  
 Exceeded expectation
- 4) Would you recommend rapid response activities to another business that is experiencing downsizing?  
 Yes  
 No
- 5) What rapid response services were most helpful? (Please check as many that apply).  
(WorkSource Oregon Center staff: tailor the list to what services were provided)  
 Onsite meeting with you and the Rapid Response Team  
 Rapid Response information sessions to your workers  
 Onsite services, e.g. workshops, resource room, information sessions, etc.  
 Company Transition Team  
 Worker Surveys  
 Peers
- 6) Please tell us what improvements you would suggest to better assist employers and workers facing similar situations in the future?

**Other comments (use the back of the page if needed)**