



Rogue Workforce Partnership



Josephine Counties

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Preparing workers for today's jobs & tomorrow's careers

About Us

The Rogue Workforce Partnership is a private/public partnership led by business leaders. We are a 501(c)3 non-profit organization designated under federal and state statute as the Workforce Investment Board for Jackson & Josephine Counties. We are leaders from business, economic development, education, workforce and community-based organizations working across complex institutional boundaries to align resources, catalyze system change and create innovative workforce solutions. Our mission is to help foster the region's economic vitality by growing the skills and talent of workers, so that businesses and residents can prosper in the global economy.

The Job Council provides staff support to the RWP, operates the WorkSource Oregon One-Stop Centers in partnership with the Oregon Employment Department, and provides direct services to job/career seekers.

Our Purpose

The Rogue Workforce Partnership exists to address the region's workforce issues. We see workforce issues as the gaps or fault lines that occur naturally when the complex systems of business and economics, educational institutions, and family/social systems intersect. Our strategic plan is our action plan for addressing these workforce issues. It is a living document that adapts to our changing circumstances, opportunities and learning. It creates a framework and theory of change for our "strategic doing" work together.

Our Promise to Southern Oregon

- A more highly-skilled workforce built through partnership.
- Align education, training & job placement efforts to meet the unique needs of local businesses & citizens.
- Create a demand-driven, skills-based & integrated workforce delivery system focused on skills & talent development.
- Accountability for results driven by the needs of business and the economy.
- Strategic investments to increase Southern Oregon's economic competitiveness.
- Evaluation & continuous improvement built upon what works

Two Primary Customers

Our focus is on two primary customers:

- **Businesses** - who seek the best possible candidates for job openings
- **Job Seekers/Working Learners** - which includes the:
 - "**Emerging**" workforce – young adults entering the job market from high school or post-secondary training/education.
 - "**Transitional**" workforce - those transitioning to employment from unemployment, dislocation, public assistance or other life changes.
 - **Current** workforce - employed workers who need to keep expanding their skills; including training to keep pace with workplace/technological advances, and training for career advancement.

Building upon our region's capacities and partnerships, we work to create an even stronger bridge between these two customers. We want to build skills, build the workforce and help companies to grow.

- Nikki Jones | Owner
Express Employment Professionals
RWP Chair
- Lyndell Smothers | Director of Human Resources
Fire Mountain Gems & Beads
RWP Vice-Chair
- Peter Angstadt | President
Rogue Community College
- Wes Brain | Labor Representative
Service Employees International Union
- Chris Cahill | Technical Director
Hunter Communications
- Susan Channer | Employment & Training Coordinator
Organization of the Forgotten American
- Mike Donnelly | Materials & Facility Manager
Carestream Health Inc.
- Greg Edwards | Chief People Officer
ASANTE Health Systems
- Jim Fong | Executive Director
The Job Council
- Ron Fox | Executive Director
Southern Oregon Regional Economic Development, Inc.
- Gail Gasso | Manager
Oregon Employment Department
- Tanya Haakinson | Human Resource & Safety Manager
Sierra Pine, Medite Division
- Mary Holbrook | Director
Junior Achievement
- Fred Holloway | Principal
Holloway Human Resources
- Pete Karpa | District Manager
Oregon Vocational Rehabilitation Services
- Brent Kell | Executive Director
Valley Immediate Care
- Michael Kidwell | Supervisor
U.S. Department of Veterans Affairs
Southern Oregon Rehabilitation Center & Clinics
- Jim Klein | Provost
Southern Oregon University
- Michael Klem | Labor Representative
Electricians Local 659
- Tolga Latif | President & CEO
Linx Technology
- Clairine Lizana | Training Director
Crater Lake Electrical Joint Apprenticeship Training Center
- Phil Long | Superintendent
Medford 549C School District
- Doug Mares | District Manager
Oregon Department of Human Services
- Scott Perry | Superintendent
Southern Oregon Education Service District
- Michelle Robison | Senior Human Resource Generalist
Erickson Air-Crane Incorporated
- Suz Montemayor | Human Resource Director
Motorcycle U.S.A./ Motorcycle Superstore
- Tamara Nordin | Vice President, Human Resources
Pacific Retirement Services
- Betty Welden | Director Workforce Development
Southern Oregon Goodwill Industries

Our Strategies

Our region's strategies are integrated with three overarching statewide strategies for action:

- 1. Industry Sector Strategies** - key industries fuel the region's economy. Sector strategies are business-led partnerships with education, workforce and economic development partners to jointly solve the workforce challenges of our region's key industries: Healthcare, Advanced Manufacturing & E-commerce/Information Technology.
- 2. Work Ready Communities** - assures that workers have the foundational skills necessary to support local businesses by teaching, assessing and documenting those skills. We are starting the process to document the foundational skills of workers using the **National Career Readiness Certificate** (NCRC) and other tools.
- 3. System Innovation** - We are bridging the gap between K-12 education, higher education, workforce preparation and business needs, focusing on:
 - **WorkSource Oregon One-Stop/System Partners**-through centers in Medford and Grants Pass, we provide one-stop services to help job/career seekers connect to opportunities. We're working to strengthen partnerships and streamline services between The Job Council, Oregon Employment Department, Department of Human Services Vocational Rehabilitation, Southern Oregon Goodwill Industries, Easter Seals, Bureau of Labor & Industries, Rogue Community College, Southern Oregon University, Oregon Institute of Technology, K-12 school districts and other partners.
 - **Career/Work Readiness Preparation** - our goal is to create the best possible pool of skilled and talented workers, so business have access to the human resources they need to succeed. In addition to the NCRC, and links to more PowerUp Academy trainings, partners want to expand upon RCC's Institutional Learning Objectives - a common set of behaviors that more holistically define student success, such as: persistence, self-monitoring, critical thinking, transfer of knowledge and a wider application of communication skills.
 - **Career Pathways** - working with businesses, RCC, SOU, OIT and other training providers, we are mapping pathways and opportunities in skills/career growth for workers and companies, and seeking to create more earn and learn pathways.
 - **Youth Success** - creating a seamless connection between high school, post-secondary training/

education and work skills by:

- Convening an annual Careers in Gear event for area high schools students. More than a career fair, this event has many business volunteers who, in addition to table-top industry displays, conduct workshops in job preparation, critical thinking skills and emotional intelligence, and mentor small cohorts of students in career exploration throughout the day.
 - Working to have more high school students' graduate with at least 9 post-secondary credits hours, launching them into the skills gains they need to be successful workers for our industries.
 - Increasing *Experiential Learning* opportunities so more students will have hands-on, real world experience, develop work ethics, and can apply academics and their innate critical thinking abilities to solve real world problems.
- **R U Ready Media Campaign**
We co-sponsor the "Are You Ready" media campaign with KOBI-TV, Jackson County Commission on Children & Families & other business partners. The goal is to increase school readiness and graduation rates, and encourage students to pursue post-secondary education and skills training after high school.



Our additional region-specific strategy is:

- 4. PowerUp Academy** - a direct response to the needs of businesses for more responsive, relevant and readily available skills training for employed workers. Launched in January 2009, the Academy offers one-day and half-day trainings on topics that are in high-demand across multiple industries. Trainings provide tremendous cost efficiencies and immediate return on investment for participating businesses. Topics adapt to meet changing business needs, and have included: MS-Excel/Access/Project, Crystal Reports, Forklift Safety, First-Aid/CPR, Automated Process Controls, Ergonomics, Metallurgy, Lean, Karrass Negotiation, Finance, Emotional Intelligence, Leadership and Supervision.

More than 2,250 employees from 370 companies have had 5,250 training experiences to date with very high customer satisfaction rating. Businesses report significant skills enhancements, productivity gain and company benefit from the trainings. For more information go to: <http://sopowerup.com/>

For information on Oregon's statewide strategies see: <http://www.worksourceoregon.org/strategic-plan-2012-2022>

Industry Sector Strategies

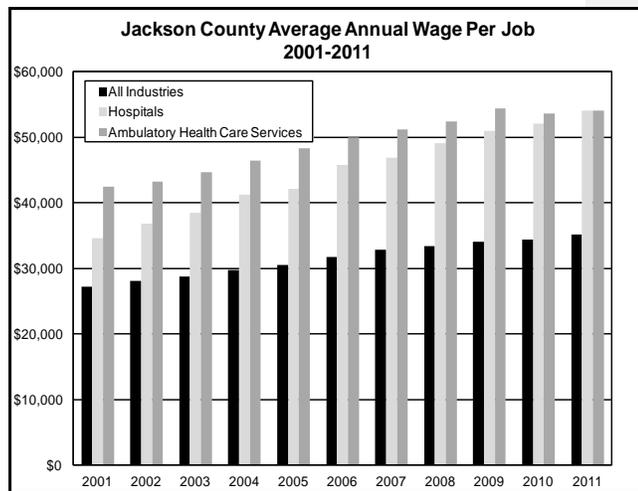
The Rogue Workforce Partnership's *Sector Strategies* are an integral part of our plan to address the region's workforce issues. Healthcare is the predominant sector we focus on because it has the greatest demand and the greatest number and variety of entry level jobs and career pathway opportunities. We will also focus on Advanced Manufacturing and E-Commerce / Information Technology to develop our region's intermediary capacity to better serve these industries.

A. Healthcare

1. **Sector Description:** The Rogue Valley serves as the regional medical hub for the Southwestern Oregon and Northern California region. The strongest concentration of healthcare employers are located in the city of Medford, and secondarily in the cities of Grants Pass and Ashland. Consistent with state and national trends, this sector is anticipated to grow because of the high number of baby boomers who are entering into retirement age. Healthcare was selected as a primary sector focus because of the current and projected high number of jobs, the broad range of occupations and the multitude of career paths available.
2. **Sector's Economic Size and Scope:** The Healthcare industry employed 14,060 individuals in 2010 or 14% of the total payroll employment (99,610) for the region. It is projected to grow by 26% and employ 17,710 individuals in 2020 or 15.5% of the total payroll employment (113,960). Health care is one of the brighter spots in Jackson County's economy. Over the longer term and through the recent Great Recession, health care employment outpaced most other industries. From 2001 to 2011, total nonfarm employment was unchanged while health care employment rose by 28 percent, reaching 10,870 in 2011. In 2001, health care accounted for one out of nine jobs in Jackson County. By 2011, one out of seven payroll jobs were in health care: hospitals; ambulatory health care services; and nursing and residential care facilities.

Trends through the recession show the recession-resilience of this group of industries. From 2008 to 2011, Jackson County payroll employment fell by 8.6 percent. On the other hand, hospital employment only fell by 2.4 percent, or down by about 90 jobs. Ambulatory health care services employment was essentially unchanged over that time.

Compared with Oregon statewide, Jackson County has a higher concentration of employment in the broader category of health care and social assistance. As measured by the location quotient, Jackson County has 1.28 times the statewide average of health care and social assistance jobs, only trailing the Corvallis MSA (Benton County) in industry concentration compared with



Oregon’s other metropolitan areas. Jackson County has 1.38 times the Oregon average concentration of ambulatory health care services and 1.44 times the concentration of hospital jobs as Oregon overall.

Why focus on these two segments? In a word, wages. Each of those industries had annual average wages per job that topped \$54,000. Wages in hospitals rose faster than the average wage for all industries over the past decade, up by 56.4 percent compared with the all industry average wage gain of 29.1 percent. Ambulatory health care services wages rose at a slower rate, up by 27.5 percent over that time. Disparities between male and female earnings exist. According to the Census Bureau’s Local Employment Dynamics data, average monthly earnings for females in hospitals (\$4,442) trailed male earnings (\$6,539). The same was true in ambulatory health care services, \$3,188 for women and \$9,634 for men. Both industries employ more female workers than males.

Healthcare is the region's top ranked industry based on the composite ranking of number of establishments, the average wage, total employment, the location quotient, projected job growth, and projected growth rate. Table A.2 displays these relative rankings.

Table A.2 Top Healthcare Industry Ranks - Region 8 (Jackson and Josephine Counties)

Industry Title	Establish-ments	Average Wage	Employ-ment	L Q Rank	Projected Jobs Growth	Projected Growth	Overall Rank
Ambulatory health care services	3	9	2	20	1	4	1
Nursing & residential care facilities	10	68	4	13	2	1	2
Private hospitals	77	7	3	22	4	15	5

Source: Oregon Employment Department

There are a total of 795 nursing and residential care facilities, ambulatory health care services (includes most doctors' offices) and private hospitals in the region as of 1st quarter 2012. These firms create 13,624 jobs in the sector, which represents 14.2 % of total employment in the region. Healthcare establishments range in size from small medical provider offices, to medium size clinics and care facilities to large hospitals and medical centers. Primary suppliers of labor include traditional non-public sector workforce labor market exchange processes, community colleges, other postsecondary institutions, and WorkSource Oregon.

Since healthcare is not a traded sector industry, there are currently no significant economic development plans for this sector. However, economic development leaders do recognize the significance of the healthcare industry in our region. Planning efforts have taken place in the recent past with economic development, healthcare industry and higher education partners to develop a federal economic development grant proposal focused on expanding healthcare training capacities to meet future projected workforce demands. These planning discussions are not currently active due to a change in the availability of federal funding for the project. However, numerous efforts are underway to find ways to expand training capacities through Rogue Community College as well as other venues to meet employer demand.

3. Job Demand for the Sector:

a. *Short and mid-term projections based on both new and replacement jobs*

The region's healthcare industry employment is projected to increase by 3,650 positions (from 14,060 to 17,710 jobs or by 26 % between 2010 and 2020. A separate set of occupational specific projections provide more detailed estimates of the number of

positions that would be open due to growth and due to replacement. Table A.3 provides an aggregated summary of these figures, posted for comparison purposes to Total Payroll Employment. For detailed occupation specific projections within this aggregated healthcare category, see: <http://www.qualityinfo.org/pubs/projections/r8.pdf>

Table A.3.a Summary of Healthcare Occupational Employment Projections - 2010-2020 Jackson/Josephine Counties

	Employment				2010-2020 Openings		
	2010	2020	Change	Percentage Change	Due to Growth	Due to Replacement	Total
Healthcare Occupational Group	9,409	11,603	2,194	23.3%	2,194	1,848	4,042
Medical & Health Service Managers	208	254	46	22%	46	56	102
Total Healthcare Occupations	9,617	11,857	2,240	23.3%	2,240	1,904	4,144
Total Payroll Employment	99,610	113,960	14,350	14%			

Source: Oregon Employment

Department

The Oregon Office of Economic Analysis publishes statewide short and medium term employment forecasts for the Health Care and Social assistance sector. From the September 2012 forecast: see table a1. Page 67

<http://cms.oregon.gov/DAS/OEA/docs/economic/forecast0912.pdf>

- b. *Demographics of the existing workforce (age, gender, race, native -language, etc.)*
 The tables below provide demographic information on the region's Health Care and Social Assistance industry.

Table A.3.b.1 Employee Distribution by Age and Sex - Health Care & Social Assistance (private firms only)

	14-18	19-21	22-24	25-34	35-44	45-54	55-64	65-99
Female	0.68%	2.4%	4.05%	15.73%	15.59%	18.44%	17.09%	3.35%
Male	0.39%	0.97%	.096%	4.11%	5%	4.96%	5%	1.29%

Source: U.S. Census Bureau

Table A.3.b.2 Employee Distribution by Race Ethnicity - Health Care & Social Assistance

	American Indian or Alaska Native	Asian	Black or African-American	Native Hawaiian or other Pacific Islander	White	More than one race
Hispanic	0.48%	0.07%	0.11%	0.07%	5.7%	0.51%
Non-Hispanic	0.85%	1.94%	0.79%	0.22%	87.9%	1.38%

Source: U.S. Census Bureau

c. *Reported Skill Shortages*

The WIB'S Healthcare Workforce Steering Committee has preliminarily identified the following priorities for occupation demand, skills training requirements and other workforce related issues.

Current Workforce - Training / Needs / Issues	Future Workforce - Training / Needs / Issues
<ul style="list-style-type: none"> • Certified Medication Assistant Training • Certified Nursing Assistant II • Lack of willingness / economic incentives for current Registered Nurses to step into management 	<ul style="list-style-type: none"> • Registered Nurses • Physical Therapists??? • Occupational Therapists??? • Healthcare system transformation & economics will generate needs for new types of workers with different skill needs <ul style="list-style-type: none"> ▸ Implementation of Coordinated Care Organizations creating new category of Community Health Worker ▸ Industry/economic trends will create demand for more low-wage, lower-skilled workers such as Home Health Aides to provide non-institutional, in-home care

A more comprehensive survey of healthcare employers is being conducted and will be incorporated into future planning and implementation efforts.

4. Supply and Demand Alignment for the Sector:

- a. *Match between demand and the regional inventory of job seekers* - Healthcare employers report high demand and inventory shortages of qualified applicants for a variety of industry positions, particularly entry-level positions such as Certified Nursing Assistants I, and highly trained, technical and professional positions.
- b. *Availability of career paths which lead to self-sufficiency wages* - The healthcare industry has a high number of career paths that can lead to self-sufficiency wages for workers with the requisite skills, talent, opportunity and motivation. There are numerous entry-level *Healthcare Support Occupations* in clinical, laboratory and administrative settings. With sufficient talent, motivation and additional skills training, these positions could lead to further career progression in these and other *Healthcare Technology/Technologist* and *Health Diagnosing and Treating Practitioners* level occupations. See <http://www.qualityinfo.org/pubs/projections/r8.pdf> for a breakout of these occupations.

As part of a long-term collaborative effort, Asante Health System developed a Career Pathways guide in order to provide job seekers/workers with information on the career path opportunities within their organization. The RWP Healthcare Workforce Steering Committee plans to expand this effort to include other healthcare employers in the future.

In addition, Rogue Community College currently has Career Pathways in Healthcare Infomatics and Dental Assistant. The Healthcare Infomatics pathways include a first step Basic Healthcare Certificate (23-31 credits) which provides skills certification for jobs as Receptionist/Information Clerk and Medical Secretary.

- c. *Opportunities for low-income workers and disadvantaged job seekers* - As described above, there are numerous job and career opportunities for low-income workers and disadvantaged job seekers in the healthcare sector. Entry level positions in Healthcare include: Certified Nurse Assistants, Home Health Aides, Caregivers/Companions, Phlebotomist, etc.

The RWP - Healthcare Workforce Steering Committee is also very focused on expanding upon current efforts that provide opportunities for Certified Nursing Assistant training to low income and economically disadvantaged non-nursing students. The goal is to provide more entry points to healthcare sector job seekers who have no experience of academic or credentialing success, and have neither the current means, opportunity nor confidence to take the placement test and enroll at Rogue Community College's CNA I course.

In response to employer demand, the RWP's PowerUp Academy has also developed a Certified Medication Assistant training to provide a next step skill attainment and certification for current CNA I's. By providing these initial and next level opportunities for training and success, the goal is to create more accessible entry and immediate next steps that can lead to further level career pathway opportunities.

5. Population to be Served:

We will serve all workers in our Healthcare Sector Strategy. This will include youth, unemployed workers, those seeking a career transition, the disadvantaged and currently employed workers. Healthcare careers has been and will continue to be a major focus of the RWP's Youth Success work, focused on exposing young adults in the region's high schools and alternative schools to careers with pathways to advancement. In addition, clients of the RWP's Workforce and Education System Partners who are focused on helping unemployed or other transitioning workers will also benefit from the region's Healthcare sector strategy. These clients will have an expanded opportunity to learn the field and get training in healthcare occupations. All appropriate and interested clients from these partner agencies will be served, including:

- Oregon Department of Community Colleges and Workforce Development
 - WIA Title I-B/DOL (Youth, Adult, Dislocated Workers) - *The Job Council*
 - WIA Title II/DOE (Adult Education & Literacy) - *Rogue Community College*
 - Youth Conservation Corps/State - *The Job Council*
- Oregon Employment Department
 - WIA Title III/DOL -Wagner-Peyser (Employment Service)
 - WIA Title I-D/DOL (National Programs - Veterans Workforce Programs)
 - WIA Title I-D/DOL (National Programs - Migrant Seasonal Farm Workers)
 - Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances/DOL
 - Supplemental Employment Department Administration Fund (SEDAF)/State
- Department of Human Services (DHS)
 - WIA Title IV - Vocational Rehabilitation/Commission for the Blind
 - Older Americans Act/Title V – Senior Service Employment Program (SCSEP)
 - Temporary Assistance for Needy Families (TANF)/JOBS - *The Job Council & Southern Oregon Goodwill Industries*
 - Food Stamp Employment Program/DOA
 - Developmental Disabilities “Employment First” Program/State - *Southern Oregon Goodwill Industries*

- Others Served
 - Easter Seals - Homeless Veterans Reintegration Program

Multiple barriers may have prevented this population from entering into jobs in the Healthcare industry, including:

- Low skills and/or educational attainment - high school dropout
- Lack of knowledge about the job opportunities and career pathways
- Lack of knowledge about the financial aid available to obtain training

Through our PowerUp Academy, as well as connections to the WSO One-Stop Center, Rogue Community College, Southern Oregon University and Oregon Institute of Technology, we will also provide on-going training opportunities and support to those incumbent workers interested in continuing up a skills and career pathway.

6. Potential for Impact of Working with the Sector

- a. *Commitment level of employers to address workforce issues and contribute resources* - Healthcare sector employers are highly committed to address workforce issues. Since February 2012, regional healthcare employers have come together monthly to create the region's Healthcare Workforce Steering Committee. Workforce recruitment and training priorities have been identified for both emerging and incumbent workers. Some immediate training needs have already been met (e.g., Certified Medication Assistant). Asante Health Systems is the region's largest employer, whose Chief People Officer is chair of this steering committee (as well as a member of the RWP). And, Asante intends to contribute financial resources in support of the National Career Readiness Certificate. Other members also contribute staff resources to the region's career fair events for high school students.
- b. *WIB and partner connections / leverage points within the sector* - The RWP/Job Council, Rogue Community College and Southern Oregon University are joint conveners and provide the staff support for the Healthcare Workforce Steering Committee. Strong connections also exist between training programs (CNA, Nursing, Respiratory Therapy, Dental Hygiene) and the employer community. Convening partners are also linked with Jefferson Regional Health Alliance, the region's "commons" partnership of executive level healthcare institutional leaders.
- c. *Presence of an active industry intermediary* - As joint conveners and staff to the steering committee, the RWP/Job Council, Rogue Community College and Southern Oregon University serve as the active industry intermediary.
- d. *Related workforce development efforts underway* - see Section 6.a above.
- e. *List of career pathways available and availability (or plans for) sector-based curriculum through local training providers*
 - Rogue Community College currently has Career Pathways in Healthcare Infomatics and Dental Assistant. The college has also recently formed a new Allied Health Department which includes additional training in Adult Foster Care, Basic Health Care, EMT, CPR/First Aid, Massage Therapy, Occupational Therapy Assistant, Personal Care Attendant, Practical Nursing and Nursing Assistant. In response to employer demand, a new CNA II training is being developed. The college is also exploring the possibility of

creating greater capacity in its existing CNA I program for non-nursing students who have a targeted career goal of becoming a CNA. RCC has also submitted a grant application to the Department of Labor that, if received, would expand curriculum offerings to include new occupational training such as Physical Therapist Assistants and other occupations. A distance learning Medical Laboratory Technology degree is also available in partnership with Portland Community College.

- Abdill Career College offers programs in Dental Assistant, Limited X-Ray Technician, Medical Assistant, Medical Front Office Management and Phlebotomy Technician.
- Ashland Institute of Massage offers a program in Massage Therapy
- Power Up Academy - is a partnership with the RWP, RCC and SOU. It provides short-term trainings for a broad range of industries. In response to employer demand, we recently offered training in Certified Medication Aides. We are also exploring the possibility of offering a non-credit based CNA I training specifically intended to meet the training demand needs of those individuals not yet suited (limited education success, disadvantaged, etc.) to enter into a Community College setting. This offering would be patterned after the highly successful Hope Grant funded CNA I training program (a partnership between RCC and The Job Council), which meet the immediate needs of employers as well as this target population.
- Partners are also coalescing around the changes underway with Oregon's healthcare system transformation efforts. The Healthcare Workforce Steering Committee recently convened a meeting with Jefferson Regional Health Alliance, Senator Alan Bates (one of the authors of the health care system legislation), Coordinated Care Organizations, federally funded health clinics and other providers. Efforts are actively underway to work with these partners to develop recruitment and training plans for the new or expanding positions that are anticipated to manifest such as Community Health Workers, Home Health Aides, etc.

7. Implementation Plan

- a. *What we will do to support the sector and assure it has the skilled workforce it needs* - The core convening partnership of RWP/The Job Council, RCC and SOU are committed to staffing the Healthcare Workforce Steering Committee, and to partnering with these employers to find solutions that meet their immediate and long-term workforce needs. The Work Plan for the Steering Committee (a living document) currently consists of the following elements:

Tasks	Outcomes / Deliverables
A. Collaborate with employers to identify, aggregate & deliver training needs	
1. Conduct Employer Survey <ul style="list-style-type: none"> • Initial survey of committee members complete • Survey of broader list of employers is planned 	<ul style="list-style-type: none"> • Survey complete & we have a comprehensive list of training needs for the healthcare sector
2. Meet Current Worker Training Needs <ul style="list-style-type: none"> • Certified Medication Aide training • Dementia Care training is needed • RN's to Management - more of an economics rather than a training issue that needs to be addressed 	<ul style="list-style-type: none"> • CMA Training provided/available as needed • Dementia Care training provided/available as needed • Nurses have sufficient incentives and access to training so they'll to move into management positions

<ul style="list-style-type: none"> • ICD 10 training - how can we help • RN - MDS 4.0 training • Administrative License Renewal • CEU 	<ul style="list-style-type: none"> • To be determined (TBD) • TBD • TBD • TBD
<p>3. Meet Training Needs for New Hires</p> <ul style="list-style-type: none"> • CNA I - (need non-credit based to allow easy access) • CNA II • Rehabilitation Nurses • Nurses • Physical Therapist Assistants • Occupational Therapists Assistants • Medical & Laboratory Technicians • Speech Therapists • Home Health Care • Community Health Workers & other occupations to meet CCO / Health System Transformation needs • Integrate basic EPIC training • Advanced Cardio/Life Support Classes 	<ul style="list-style-type: none"> • Adequate CNA I training available to meet demand • Adequate CNA II training available to meet demand • Demand needs met for • TBD • TBD • TBD • TBD • TBD • TBD • Community Health Worker & other CCO occupation - recruitment screening processes and training in place to meet demand • EPIC training integrated into all appropriate healthcare skills training • Advanced Cardio/Life Support Classes available as needed
<p>4. Develop new strategies and/or business models to meet training needs & demands</p>	<ul style="list-style-type: none"> • As necessary, new strategies and/or business models are developed to meet training needs/demands
<p>B. Evaluate the Future of the Healthcare System & Impacts on Workforce Training Needs, Models, etc.</p>	
<ul style="list-style-type: none"> • Form partnership with CCO's & other key health system transformation stakeholders to identify & develop needed training for new occupations 	<ul style="list-style-type: none"> • New training and career pathways are developed to meet needs/demands of CCO's
<p>C. Regional Collaboration & Capacity Building</p>	
<ul style="list-style-type: none"> • Grants - RCC has submitted DOL grant; pursue others • Jefferson Regional Health Alliance Partnership • Coordinate with High School healthcare programs, Careers in Gear & other career related learning/career exploration activities • Coordinate with AHEC - Area Health Education Centers • Legislative Coordination • Career Pathway Mapping 	<ul style="list-style-type: none"> • Submit grants; get enhanced funding to support healthcare sector work • Strong partnership exists between JRHA executive leaders & Healthcare Workforce Steering Committee • Strong partnerships exist with High School programs; emerging • Strong partnership with AHEC established • Strong partnership exists with our legislative leaders • Career pathways and coaching capacity exist to support workers moving up career ladders/lattices

In addition, to these efforts, Workforce and Education System Partners will continue to align the following efforts to address foundational, industry related and occupation related skills.

- **Foundational Skills**

National Career Readiness Certificate - To address basic skills needs, we will provide access to the National Career Readiness Certificate (NCRC) and lay the foundation towards becoming a Work Ready Community. Asante Health Systems, the region's largest healthcare employer, is a strong supporter of the NCRC, plans to use it as an integral part of their hiring process, and intends to invest resources to help create the necessary capacity for the next phase of NCRC rollout.

RCC Institutional Learning Outcomes - are a common set of student behaviors that define more holistic student success: persistence, self-monitoring, critical thinking, transfer of knowledge, and a wider application of communication skills, among others. Students who demonstrate these abilities seem to do better in college, no matter what the course or program, and frequently, exhibiting these behaviors correlated to better grades.

RCC has identified a set of institutional learning outcomes to be included in courses and programs throughout the curriculum. These 26 indicators of five learning outcomes (Communication, Personal Growth, Application of Knowledge, Critical Thinking, and Approach to Learning) are not content-specific; they are collegiate success dispositions to be assessed at the course level along with the course's intended outcomes. Rubrics that describe performance at the emerging, practicing and mastery level have been designed by a group of faculty. As faculty grade students' mastery of course's intended outcomes each term, they also assess students on their level of mastery of these success dispositions using the common rubrics and record those scores on the grade rosters. These numerical assessments are not figured into student course grades, nor do they affect GPA. However, these assessments do provide a feedback and learning loop for all students on these key (transferable) foundational skills that will help lead to success in the work environment.

- **Industry Related and Occupation Related Skills**

PowerUp Academy - will complement the existing array of Continuing Education training for incumbent workers.

RCC, Abigail Career College and Ashland Institute of Massage - will continue to provide industry related skills training for healthcare professions.

b. *Partners roles and commitments* -

- Healthcare Employers - are the key, demand-side partners in our collaboration. They create the jobs, articulate the skills and training needs, help to map out career ladders/lattices, provide sites and staff support for internships and clinical training, provide staff and resources to support career exploration, career related learning, and experiential learning activities, and provide feedback for continuous improvement for all training.
- RWP/Job Council - plays a lead role with system partners in both the convening and coordination of the integrated planning function. RWP/Job Council also plays a lead

coordination role in the PowerUp Academy - which is a platform for short-term trainings that we have begun using for healthcare. The Job Council also operates the One-Stop Centers in partnership with the Oregon Employment Department, and is also the WIA IB Adult/Dislocated Workers and WIA Youth Program provider. Healthcare sector integration work at the WSO Centers and with other system providers is performed by TJC staff.

- Rogue Community College - brings strong leadership to the table in two newly created positions of Dean of Health and Public Service and Director of Allied Health, as well as the Nursing Department Chair. RCC provides extensive training programs for job/career seekers (see section 6.e. above). RCC leaders are strongly committed to aligning all available and appropriate college resources/investments to meet the workforce demands of the healthcare industry.
 - Southern Oregon University's - Executive Director of Outreach and Engagement manages the SOU/RCC Higher Education Center and provides strong leadership to align all appropriate and available SOU resources to support the healthcare sector efforts. The higher education center has hosted employer forums with healthcare leaders and offers the opportunity to host future career highlighting/exploration events for emerging job seekers. In addition, SOU houses one of the four OHSU School of Nursing campuses and offers a pre-nursing program that articulates to the OHSU program. SOU is also eager and able to provide other academic training such as management and leadership training for healthcare employers.
 - Oregon Employment Department - is a core partner in the operation and leadership of the WSO One-Stop Centers, as well as the Veteran's Workforce Program and Trade Adjustment Act. OED staff will screen and refer appropriate clients to healthcare occupations and career pathway activities.
 - Abdill Career College - is a private career college offering training in a variety of healthcare occupations (see section 6.e. above)
 - Ashland Institute of Massage - is a private institute that provides training in massage therapy.
 - K-12 Education Partners - School Superintendents, administrators, principals and teachers participate in the planning and implementation of the range of Youth Success activities that support student engagement in career related learning , dual enrollment and other experiential/applied learning. Healthcare is a particular focus in all these activities.
 - Other Workforce & Education System Partners - such as Department of Human Services, Southern Oregon Goodwill Industries and Easter Seals will screen and refer appropriate clients to healthcare occupations and career pathway activities.
- c. *How we'll work with education, economic development and required workforce partners -*
- Education Partners: We will work with K-12 education partners by coordinating with them on career exploration and outreach events so that high school and alternative education students develop a greater understanding of the career opportunities in the healthcare industry. Partners currently hold an annual Careers in Gear event in which all the region's high schools are invited to attend. Students engaged in career related learning are the primary attendees. In addition to an exhibit hall of employers providing information on their career opportunities, the event also includes workshop

sessions and day-long small group (1 to 10) mentoring with a business leader. The Healthcare industry is strongly represented at this event. In addition, other internship and career exploration opportunities are coordinated through the high schools. Junior Achievement is working closely with the Medford School District to provide connections to businesses. The Job Council's WIA Youth Program has a healthcare track that connects students to this industry and provides a potential path to CNA training. In our newly expanding Youth Success partnership we are focusing on increasing the number of dual enrollments so that more high school students will graduate with at least nine credits from RCC. Our goal is to create more and more seamless opportunities for young emerging workers to know about healthcare occupations and training pathways.

- Economic Development Partners - Since healthcare is not a traded sector industry, we will be working with Economic Development partners on only a limited basis and only as future opportunities present themselves for greater collaboration to support this industry (see section 2 above).
- Required Workforce Partners - We will work with the required Workforce Partners as described above (see sections 5, 6 & 7). The extensive existing partnerships will be enhanced as needed to develop the workforce solutions needed by the healthcare employers.

Specifically, with regards to labor partners, we will outreach to those healthcare professions represented by organized labor (some nurses and home healthcare workers) to ensure their appropriate participation and in our healthcare sector planning and implementation efforts. The RWP has two existing labor representatives. We will work with these members, as well as applicable employer representatives to establish connections with the appropriate healthcare labor leaders.

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- d. *How will strategy align with/inform/leverage WorkSource Oregon* - WSO One-Stop Centers will also be a key area for integration and coordination with our healthcare sector strategy. Just as with young emerging high school workers, our goal is to inform the many job/career seekers coming through the WSO Centers about the wide variety of healthcare occupations and career pathways. We are also building upon the lessons learned from our successful HOPE grant to create program offerings that will integrate WIA Youth, WIA-IB Adult, and TANF/JOBS clients into healthcare career pathways. Customers interested in occupations in the healthcare industry will be referred by TJC, OED and DHS partners to these emerging sector focused activities and training pathways.

B. Advanced Manufacturing

1. Sector Description: Manufacturing in Jackson County comprises just over 8 percent of total covered employment. In 2011, manufacturing's payroll was \$252.8 million, or 9.6 percent of the county's total payroll. The sector is projected to grow by 15% and employ 9,590 individuals in 2020 and maintain at 8.4 % of the total payroll employment (113,960).

Table B.1-a shows the breakout percentage breakdown based on payroll employment for the region's manufacturing companies. Wood products manufacturing is the highest percentage employer, followed by food manufacturing and transportation equipment.

Table B.1.a Jackson County Manufacturing Industry Payroll Employment

Fourth Quarter 2011	
Industry	Percent of Total
Wood product manufacturing	22.7%
Food manufacturing	17.8%
Transportation equipment manufacturing	12.4%
Chemical manufacturing	7.7%
Printing and related support activities	7.0%
Miscellaneous manufacturing	5.5%
Fabricated metal product manufacturing	5.4%
Computer and electronic product manufacturing	5.1%
Machinery manufacturing	4.6%
Furniture and related product manufacturing	2.6%
Nonmetallic mineral product manufacturing	2.4%
Beverage and tobacco product manufacturing	2.4%
Apparel manufacturing	1.4%
Textile product mills	0.7%
Plastics and rubber products manufacturing	0.3%

The numerous manufacturers in the region create a broad spectrum of products. A partial list of the region's largest companies can be found in Table B.1.b

Table B.1.b Southern Oregon's Largest Manufacturing Employers

Company	Product	# Employees
Amy's Kitchen	Organic foods manufacturing	680
Boise Building Solutions	Secondary wood products	600
Erickson Air-Crane	Heavy-lift helicopter services & manufacturing	450
Timber Products	Secondary wood products	425
MasterBrand Cabinets	Cabinet manufacturing	320
Carestream Health, Inc	Medical imaging manufacturing	300
Dutch Brothers	Coffee manufacturing, distribution	180
Cascade Wood Products	Secondary wood products	150
ECS Composites	Military container manufacturing	149
Sierra Pine - Medite MDF	Wood products - medium density fiberboard (MDF)	125
Kathrein Scala	Broadcast equipment manufacturer	120
Tree Top	Food Products manufacturing	107
Murphy Plywood	Secondary wood products	105
ESAM	Electronic assembly/manufacturing	100

Met One Instruments	Particle counters/instrument manufacturing	100
Rough & Ready Lumber	Secondary wood products	93
Pacific Crest Transformers	Industrial transformer manufacturing	88
Ascentron	Electronic assembly/manufacturing	80
Krauss Craft	Playground equipment manufacturing	75
Croman Corp	Heavy lift helicopter services	68
Micro-Trains	Model railcar manufacturing	68
Total		4258

Source: Southern Oregon Regional Economic Development, Inc. - annual account calls & survey data 2010 (estimates only)

The majority of the remaining manufacturing companies in the region employ less than 50 employees each. Moreover, regional manufacturers are at varying stages of applying advanced technology to improve products and/or processes. Skills and training needs therefore vary widely between manufacturing employers.

The strongest concentration of manufacturing employers are located in the greater Medford/White City area, and secondarily along the major I-5 or other transportation corridors in the communities of Grants Pass, Phoenix, Ashland and Cave Junction.

Manufacturing was selected as a sector focus because of its importance as a traded sector industry. While the overall number of projected manufacturing jobs (see Table B.3. below) do not represent as large a number of projected openings as the healthcare sector, the estimated 2137 job openings over ten years represent important occupations that area manufacturing employers will need to fill. And many of these employers provide above average wages and are wealth importers to the region.

2. **Sector's Economic Size and Scope:** Manufacturing represents a wide array of the region's top ranked industries based on the composite ranking of number of establishments, the average wage, total employment, the location quotient, projected job growth, and projected growth rate. Table B.2 displays these relative rankings. There were 432 manufacturing companies reporting to payroll in formation in Jackson/ Josephine County for the first quarter of 2012.

Table B.21 Manufacturing Industry Ranks - Region 8 (Jackson and Josephine Counties)

Industry Title	Establishments	Average Wage	Employment	L Q Rank	Projected Jobs Growth	Projected Growth	Overall Rank
Wood Product manufacturing	44	26	11	2	15	47	8
Transportation Equipment manufacturing	51	8	25	43	24	36	23
Miscellaneous manufacturing	42	49	43	25	30	14	25
Fabricated Metal Product manufacturing	37	34	44	68	31	10	33
Food manufacturing	43	51	20	32	25	54	34
Machinery manufacturing	60	21	59	75	48	12	51
Plastics & Rubber Products manufacturing	65	19	58	66	46	23	52
Chemical manufacturing	58	13	38	37	66	73	55
Electrical Equipment & Appliance manufacturing	72	16	68	73	56	7	60
Nonmetallic Mineral Product manufacturing	60	35	63	49	58	43	64

Apparel manufacturing	72	6	69	52	72	74	71
Primary Metal manufacturing	79	-c-	-c-	-c-	74	24	76
Petroleum & Coal Products manufacturing	79	-c-	-c-	-c-	75	75	79
Paper manufacturing	82	-c-	-c-	-c-	75	75	81
Total	844						

-c- ranks are suppressed to protect confidentiality of employers in region
 Department Source: Oregon Employment Department

Primary suppliers of labor are traditional non-public sector workforce labor market exchange processes. Some placements occur through Rogue Community College, Oregon Institute of Technology and WorkSource Oregon Centers.

SOREDI, the region's economic development agency, actively works to recruit and expand manufacturing companies in our region. These business outreach efforts are conducted in close partnership with RWP/Job Council staff. Workforce and related training needs for relocating or expanding companies are a high priority for the PowerUp Academy.

3. **Job Demand for the Sector:**

a. *Short and mid-term projections based on both new and replacement jobs*

Preliminary May 2012 employment estimates from the monthly survey of businesses conducted by the Bureau of Labor Statistics show Jackson County manufacturing employment added 180 jobs over the year. This job growth rate of 2.9 percent compares with a 1.7 percent increase for all industries.

Even brighter news can be found by analyzing the most recent employment data from quarterly unemployment insurance tax records for the first quarter of 2012. These data show that Jackson County manufacturing employment increased by 462 jobs between March 2011 and March 2012. Oregon statewide manufacturing employment rose by 3,047 over the same time. Although Jackson County is home to about 3.5 percent of the state's manufacturing jobs, from March 2011 to March 2012, Jackson County accounted for about 15 percent of the state's total manufacturing job gains.

From March 2011 to March 2012, wood products gained more than one-half of the total manufacturing increase, up by about 260 jobs. Food and beverage products also added to employment totals, up by 90 and 72 jobs, respectively. Others showing gains included machinery (+64); fabricated metal products (+25); printing and related support activities (+20); and furniture, and computer and electronic products (+18 each). Industries losing jobs were transportation equipment (-98) and chemical manufacturing (-23).

While the monthly survey of businesses provides the most up to date employment estimates, data from employers' quarterly unemployment insurance tax records gives a more detailed picture of trends within broader industry categories. These more detailed data show that the manufacturing recovery in Jackson County may be even stronger than monthly estimates are showing – with gains across many industries.

Manufacturing employment is projected to increase by 869 positions or by 14.7% between 2010 and 2020. Over 2,137 production positions are anticipated due to growth and replacement. Table B.3.a provides an overview of Production occupations, relative to total payroll employment.

Table B.3.a. Manufacturing Employment Projections -2010-2020 Region 8

	Employment				2010-2020 Openings		
	2010	2020	Change	Percentage Change	Due to Growth	Due to Replacement	Total
Production	5899	6788	869	14.7%	872	1265	2137
Total Payroll Employment	99,610	113,960	14,350	14%			

Source: Oregon Employment

Department

b. Demographics of the existing workforce

The tables below provide demographic information on the region's Manufacturing industry.

Table B.3.b.1 Employee Distribution by Age and Sex - Manufacturing (private firms only)

	14-18	19-21	22-24	25-34	35-44	45-54	55-64	65-99
Female	0.26%	0.92%	1.08%	4.65%	5.29%	8.23%	6.14%	1.08%
Male	0.64%	1.94%	3.2%	14.31%	16.57%	18.89%	14.19%	2.62%

Source: U.S. Census Bureau

Table B.3.b.2 Employee Distribution by Race Ethnicity - Manufacturing (private firms only)

	American Indian or Alaska Native	Asian	Black or African-American	Native Hawaiian or other Pacific Islander	White	More than one race
Hispanic	0.45%	0.12%	0.2%	0.06%	11.31%	0.49%
Non-Hispanic	0.67%	1.54%	0.67%	0.19%	83.17%	1.58%

Source: U.S. Census

Bureau

c. Reported Skill Shortages

The RWP has convened manufacturing and other employers at its Annual Business Leaders Summit since 2009. From surveys and group discussion, these employers routinely report that they experience the following skill deficiencies in job candidates:

- A lack of basic skills (reading, writing, math)
- The ability to pass a drug test
- Work ethic
- Critical thinking, innovation and entrepreneurial skills

In addition, the focus of the RWP's PowerUp Academy has been to address the immediate, aggregated needs of manufacturers, and other traded sector and high-wage, high-demand industries. Since 2009, in partnership with SOREDI and RCC, we have identified and met the top priority occupation specific skills training needs for current workers. These have included:

- Forklift Train the Trainer
- First Aid/CPR
- Health & Safety
- Electrical Safety
- Lean

- Process Logic Controllers / Automated Processes
- Metallurgy
- SolidWorks Modeling Software
- Ergonomic Design Principles
- MS - Excel, Access, Project
- Crystal Reports Software
- Leadership Training
- Karrass Negotiation
- Creative Thinking to Persuade & Influence (in partnership with SHRM)

These skills training needs fall within the nine tiers of the Skills Pyramid for High-Performance Manufacturing (see:

http://oregonmanufacturing.org/files/skills_pyramid.pdf), including Foundational workplace competencies, Industry related and Occupation related.

4. Supply and Demand Alignment for the Sector:

- Match between demand and the regional inventory of job seekers* - Manufacturing employers have episodically reported shortages of qualified applicants for technically skilled positions such as Engineers (e.g., electrical/radio frequency, product engineers) and experienced CNC Programmers/Machinists. For entry level, lower-skilled production workers, large secondary wood products manufacturers such as Boise and Timber Products screen large numbers of job applicants to find ones with the requisite work history/ethic, foundational and industry specific skills to merit hiring.
- Availability of career paths which lead to self-sufficiency wages* - The manufacturing industry has a limited number of career paths that can lead to self-sufficiency wages for workers. Table 4.1 shows the top high-wage production occupations in the region. A total of 661 openings are projected through 2020 due to replacement and growth. This figure provides an approximation of the potential career paths available to entry-level workers.

Table 4.1 Top High-Wage Production Occupations
Occupations paying more than the 2011 median wage for the region
Region 8 - Jackson and Josephine Counties (Median wage \$14.93)

Occupations	Employment		2010-2020 Openings			2011 Median Wage	Minimum Educational Requirement
	2010	2020	Due to Growth	Due to Replacement	Total		
Production Workers	383	434	51	53	104	\$22.06	Related Work Experience
Structural Metal Fabricators & Filers	60	73	13	13	26	\$16.21	Long-term On-the-job Training
Machinists	100	121	21	20	41	\$20.15	Long-term On-the-job Training
Tool and Die Makers	29	35	6	2	8	\$22.28	Long-term On-the-job Training
Welders, Cutters, Solderers, & Brazers	200	244	44	59	103	\$17.10	Long-term On-the-job Training
Tool Grinders, Filers & Sharpeners	45	51	6	5	11	\$15.86	Long-term On-the-job Training
Bindery Workers	42	44	2	14	16	\$15.55	Moderate-term On-the-job Training
Prepress Technicians &	30	32	2	7	9	\$19.76	Long-term On-the-job Training

Workers							
Furniture Finishers	105	121	16	28	44	\$15.93	Long-term On-the-job Training
Sawing Machine Setters, Operators, & Tenders, Wood	151	173	22	35	57	\$16.41	Moderate-term On-the-job Training
Stationary Engineers & Boiler Operators	27	31	4	6	10	\$25.26	Long-term On-the-job Training
Operators	76	81	5	20	25	\$24.18	Postsecondary Training
Chemical Equipment Operators & Tenders	30	29	0	5	5	\$22.51	Moderate-term On-the-job Training
Machine Setters, Operators & Tenders	50	58	8	9	17	\$17.34	Moderate-term On-the-job Training
Tenders	42	41	0	12	12	\$17.96	Moderate-term On-the-job Training
Tenders	84	85	1	19	20	\$15.12	Moderate-term On-the-job Training
Setters, Operators, & Tenders	39	45	6	10	16	\$16.65	Moderate-term On-the-job Training
Inspectors, Testers, Sorters, Samplers, and Weighers	233	266	33	54	87	\$15.17	Moderate-term On-the-job Training
Dental Laboratory Technicians	50	64	14	18	32	\$16.47	Long-term On-the-job Training
Painters, Transportation Equipment	44	52	8	10	18	\$16.22	Moderate-term On-the-job Training
Totals	3830	4100	262	399	661		

Source: Oregon Employment Department - Updated Dec 2011

Rogue Community College currently has Career Pathways in Electronics Technology, Industrial Welding Technology and Manufacturing/Engineering Technology which provide skills training into a number of these occupations including electrical & electronics technician, assembler, engineering technician, avionics technician, welders, fabricators, millwrights, pipefitter, machine operator, CNC tool operator, shop helper, machinist, CNC Programmer & Technician, Quality control inspector, and drafter.

- c. *Opportunities for low-income workers and disadvantaged job seekers* - The job and career opportunities described above could provide opportunities for appropriate low-income workers and disadvantaged job seekers. Entry level positions may include: electronics technician, assembler, welder helper, fabricator helper, pipefitter helper, machine operator and CNC tool operator.

5. **Population to be Served:**

We will serve a limited number of appropriate and interested job/career seekers in the Manufacturing Sector strategy. This will include youth, unemployed workers, those seeking a career transition, the disadvantaged and currently employed workers. Manufacturing careers has been and will continue to be an important focus of the RWP's Youth Success work, focused on exposing young adults in the region's high schools and alternative schools to careers with pathways to advancement. In addition, clients of the RWP's Workforce and Education System Partners who are focused on helping unemployed or other transitioning workers will also benefit. These clients will have opportunity to learn about the field and access training in manufacturing occupations. All appropriate and interested clients from the required partner agencies will be served.

Multiple barriers may have prevented the service population from entering into jobs in the Healthcare industry, including:

- Low skills and/or educational attainment - high school dropout
- Lack of knowledge about the job opportunities and career pathways
- Lack of knowledge about the financial aid available to obtain training

Through our PowerUp Academy, as well as connections to the WSO One-Stop Center, Rogue Community College, Southern Oregon University and Oregon Institute of Technology, we will also provide on-going training opportunities and support to those incumbent workers interested in continuing up a skills and career pathway.

6. Potential for Impact of Working with the Sector

- a. *Commitment level of employers to address workforce issues and contribute resources* - Manufacturing employers are engaged by our joint business outreach staff (RWP and SOREDI) on an on-going basis to address their economic and workforce development needs. Currently the manufacturing employers with skills training needs are engaged through the PowerUp Academy. The Academy primarily serves their incumbent workers.

With only a limited number of job openings and thus limited demand, we will limit our Manufacturing Sector strategy approach to those occupations and companies in which we can offer value to both the employer and potential job/career seeker. Our manufacturing sector strategy is in its initial stages. As is typical with such long-term workforce intermediary efforts, a stronger employer commitment for replacement and new job openings will need to be developed in the coming years, based on trust-based relationships and performance/proven value-add of our services over time.

Our region is also home to the Oregon Heavy Lift Helicopter Consortium, made up of the seven state industry leaders who account for 85% of the world's heavy lift helicopter industry. Erikson Air-Crane is the only member of this group that is also a manufacturer. Four of the seven partners are located in our region. With 1,350 employees, Heavy Lift Helicopter partners are committed to workforce development. Regional partners work closely with Rogue Community College's Airframe and Power Plant Apprenticeship program.

We are also currently exploring the interest level of manufacturing employers in creating a new business partnership focused on developing the regional talent pool for Electronic Design and Engineering. This effort would build off of the RCC's career pathway programs in Electronics Technology that could also culminate in Bachelor degree programs at Oregon Institute of Technology or Southern Oregon University.

Since only a limited number of openings are anticipated in manufacturing, this sector strategy will be very targeted to the most appropriately skilled and motivated clients.

- b. *WIB and partner connections / leverage points within the sector* - The RWP/Job Council and SOREDI have strong connections/leverage points with many manufacturing companies. Our staff do joint site visits with many manufacturing employers, with many of them participating in the PowerUp Academy. Rogue Community College also has a Manufacturing Advisory Committee of employers. Our plan is to convene a joint meeting of these partner staff to explore greater ways to collaborate with our common manufacturing business partners.

- c. *Presence of an active industry intermediary* - The RWP/Job Council, SOREDI and RCC will be exploring the opportunity to leverage our existing business relationships and work more collaboratively to serve as the workforce intermediary for the advanced manufacturing sector.
- d. *Related workforce development efforts underway* - see sections 3, 5 and 6 above.
- e. List of career pathways available and availability (or plans for) sector-based curriculum through local training providers
 - Rogue Community College currently has Career Pathways in Electronics Technology, Industrial Welding Technology and Manufacturing/Engineering Technology which provide skills training into a number of occupations including electrical & electronics technician, assembler, engineering technician, avionics technician, welders, fabricators, millwrights, pipefitter, machine operator, CNC tool operator, shop helper, machinist, CNC Programmer & Technician, Quality control inspector, and drafter. RCC also has the Airframe and Power Plant Apprenticeship program for Heavy Lift Helicopters.
 - PowerUp Academy is a partnership with the RWP, RCC and SOU. It provides short-term trainings for a broad range of industries. See section 3.c. for a listing of PowerUp Academy offerings.

7. Implementation Plan

- a. *What we will do to support the sector and assure it has the skilled workforce it needs* - The RWP/The Job Council is committed to staffing the Manufacturing Sector work, partnering with these employers to find solutions that meet their immediate and long-term workforce needs. Building upon current capacities, we will work with appropriate partners at RCC, Southern Oregon Education Service District, OIT, and SOU to address the immediate and longer-term needs of our region's manufacturers for skilled workers.

In addition, to these efforts, Workforce and Education System Partners will continue to align the following efforts to address foundational, industry related and occupation related skills.

- **Foundational Skills**
National Career Readiness Certificate - To address basic skills needs, we will provide access to the National Career Readiness Certificate (NCRC) and lay the foundation towards becoming a Work Ready Community. By offering the NCRC to job/career seekers interested in pursuing a career in manufacturing, we will provide employers with a method by which these foundation skills in reading, math and locating information will be verified for entry level and other workers.

RCC Institutional Learning Outcomes - are a common set of student behaviors that define more holistic student success: persistence, self-monitoring, critical thinking, transfer of knowledge, and a wider application of communication skills, among others. Students who demonstrate these abilities seem to do better in college, no matter what the course or program, and frequently, exhibiting these behaviors correlated to better grades.

RCC has identified a set of institutional learning outcomes to be included in courses and programs throughout the curriculum. These 26 indicators of five learning outcomes (Communication, Personal Growth, Application of Knowledge, Critical Thinking, and Approach to Learning) are not content-specific; they are collegiate success dispositions to be assessed at the course level along with the course's intended outcomes. Rubrics that describe performance at the emerging, practicing and mastery level have been designed by a group of faculty. As faculty grade students' mastery of course's intended outcomes each term, they also assess students on their level of mastery of these success dispositions using the common rubrics and record those scores on the grade rosters. These numerical assessments are not figured into student course grades, nor do they affect GPA. However, these assessments do provide a feedback and learning loop for all students on these key (transferable) foundational skills that will help lead to success in the work environment.

- **Industry Related and Occupation Related Skills**

PowerUp Academy - will complement the existing array of Continuing Education training for incumbent workers.

RCC, OIT and SOU - will continue to provide industry related skills training for manufacturing professions.

b. *Partners roles and commitments* -

- Manufacturing Employers - are the key, demand-side partners in our collaboration. They create the jobs, articulate the skills and training needs, help to map out career ladders/lattices, provide sites and staff support for internships, provide staff and resources to support career exploration, career related learning, and experiential learning activities, and provide feedback for continuous improvement for all training.
- RWP/Job Council - plays a lead role with system partners in both the convening and coordination of the integrated planning function. RWP/Job Council also plays a lead coordination role in the PowerUp Academy. The Job Council also operates the One-Stop Centers in partnership with the Oregon Employment Department, and is also the WIA IB Adult/Dislocated Workers and WIA Youth Program provider. Manufacturing sector integration work at the WSO Centers and with other system providers is performed by TJC staff.
- Rogue Community College - brings strong Manufacturing skills training capacity leadership to the table in the form of the Electronics Technology, Industrial Welding Technology and Manufacturing/Engineering Technology programs.
- Oregon Employment Department - is a core partner in the operation and leadership of the WSO One-Stop Centers, as well as Veteran's Workforce Program and Trade Adjustment Act. OED staff will screen and refer appropriate clients to manufacturing occupations and career pathway activities.
- K-12 Education Partners - School Superintendents, administrators, principals and teachers participate in the planning and implementation of the range of Youth Success activities that support student engagement in career related learning, dual enrollment and other experiential/applied learning. Manufacturing is a particular focus area in all these activities, as well as for Perkins Career Technical Education activities coordinated through the Southern Oregon Education Service District.

c. *How we'll work with education, economic development and required workforce partners -*

- Education Partners: We will work with K-12 education partners by coordinating with them on career exploration and outreach events so that high school and alternative education students develop a greater understanding of the career opportunities in the manufacturing industry. Partners currently hold an annual Careers in Gear event in which all the region's high schools are invited to attend. Students engaged in career related learning are the primary attendees. In addition to an exhibit hall of employers providing information on their career opportunities, the event also includes workshop sessions and day-long small group (1 to 10) mentoring with a business leader.

We will seek to have Manufacturing companies more robustly represented at this event. As well as in other internship and career exploration opportunities coordinated through the high schools. We will work with Junior Achievement to incorporate more manufacturing career related learning experiences as they work under contract with the Medford School District to provide connections to businesses.

In our newly expanding Youth Success partnership we are focusing on increasing the number of dual enrollments so that more high school students will graduate with at least nine credits from RCC. Our goal is to create more and more seamless opportunities for young emerging workers to enter into manufacturing training pathways.

- Economic Development Partners - SOREDI is very focused on Manufacturing industries. We will work seamlessly with SOREDI and other economic development partners to seize upon all future opportunities for greater collaboration to support this industry (see sections 3, 5 and 6 above).
- Required Workforce Partners - We will work with the required Workforce Partners as described above. Existing partnerships will be enhanced as needed to develop the workforce solutions needed by the manufacturing employers.

Specifically with regards to labor and as appropriate, we will outreach to those manufacturers represented by organized labor to ensure their appropriate participation and in our manufacturing sector planning and implementation efforts. The RWP has two existing labor representatives. We will work with these members, as well as applicable employer representatives to establish connections with any appropriate manufacturing labor leaders.

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- d. *How will strategy align with/inform/leverage WorkSource Oregon* - WSO One-Stop Centers will also be a key area for integration and coordination with our advanced manufacturing strategy. Just as with young emerging high school workers, our goal is to inform appropriate job/career seekers coming through the WSO Centers about the manufacturing occupations and career pathways.

C. E-Commerce / Information Technology

1. Sector Description: The Rogue Valley has a particularly high concentration of E-commerce companies. Hundreds of companies in our region sell their goods and services over the internet.

E-Commerce is a way of doing business that cuts across all industries, and is not a specific classification of industry. E-commerce companies comprise some of the largest employers in our region (see Table C.2 below). And, key E-commerce business leaders are leading members of the Rogue Workforce Partnership.

E-Commerce was selected as a sector focus because of its importance as a traded sector, wealth importing industry to our region, and because key business leaders in the E-commerce industries tell us that meeting their need for skilled workers, particularly Information Technology workers, is critical to their continued success. Larger E-commerce companies have a priority need to fill key information technology positions and have these staff continually stay current with the constantly changing skills upgrades (e.g., Microsoft Certification, Search Engine Optimization, Web Analytics). The RWP's PowerUp Academy has partnered intensively with E-commerce / Information Technology businesses to provide real-time, relevant training for current workers.

In addition to E-commerce needs, business leaders working across the industry fields that employ Information Technology workers tell us that they see a continuing shortage of skilled workers entering these occupations. Telecommunications, computer services and all businesses that have information technology departments/staff desire a stronger pool of workers to recruit from. Curriculum alignment issues have also been brought to our attention, requiring alignment work with our post-secondary education partners. In addition, key Information Technology business leaders express a desire to see students graduate High School with Microsoft Certification.

Driven by all of the above workforce demands and needs, the RWP has therefore chosen to create this specialized sector strategy focused on what we call "E-commerce/ Information Technology." Our intention is not to strictly focus on Information Technology occupations, but instead, to include this focus into a broader set of coordination work that aligns career exploration, experiential learning opportunities, talent recruitment and development, and curriculum alignment efforts into a cohesive strategy to help better meet the comprehensive workforce needs for our E-commerce industries, as well as for Information Technology occupations.

E-commerce companies come in all sizes: large, medium, and small. Large companies in our region include: Harry & David, Fire Mountain Gems & Beads, CDS Publications, and Motorcycle USA/Motorcycle Superstore. Many of these large companies employ hundreds of workers with positions ranging from call center operators, to graphic designers, to warehouse/order fulfillment workers, to computer programmers.

Our region's business, economic and workforce development leaders have evolved their focus on E-commerce over time. In 2008, SOREDI, in partnership with the Rogue Workforce Partnership and Southern Oregon University convened a Contagious Collaboration Conference. One of the key industries focused on was E-commerce. The session was lead by Don Becklin, CEO for Motorcycle USA/Motorcycle Superstore, a leading E-commerce company. Session attendees expressed an interest in forming an on-going collaboration and cluster of business leaders focused on E-commerce.

In 2009, SOREDI commissioned a report which included an economic impact analysis of the relative benefits derived from one of its major programs - the E-commerce Zone. The SOREDI Benefits Report was prepared by REMI Northwest, consultants in economic analysis. For a full

copy of this report see: <http://www.reminw.net/Files/SORED%2020090408.pdf>. An excerpt of the report is below:

Table C.1 Comparative Advantage of E-Commerce Activities in Southern Oregon

	Jackson County		Josephine County	
	Jobs	Location Quotient	Jobs	Location Quotient
Electronic shopping and mail-order	3,315	21.29	22	0.47
Computer and electronic product mfg	343	0.42	442	1.82
Software publishers	200	1.24	ND*	ND*

* Josephine County does have firms in this sector but the data is suppressed for the privacy of individual firms.

Table C.1 above shows the location quotient for electronic shopping business in Jackson County. The location quotient is a measure of the relative concentration of an industry in a given area. Where 1 means that an area has an average amount of a given type of business, less than one means less than average and greater than 1 means an area has a particular concentration in a given industry. Concentration of 21 in Jackson County reflects that this group of business has become a particular specialty of the community, much as forestry and agriculture have in the past.

The economic impact of the E-commerce zone in Grant Pass is much smaller, reflecting perhaps its recent establishment in 2008, and smaller non-store retail sector to begin with. The first exemptions are scheduled to begin in 2009 reflecting approximately \$4.8 million dollars in investment, primarily by Fire Mountain Gems. The Grants Pass Ecommerce zone is not included in this analysis because of its very recent development, although big impacts can be expected from this program in the near future.

In 2010, the Rogue Workforce Partnership convened a special meeting of the region's leading E-Commerce CEO's with Senator Ron Wyden, a strong legislative advocate for internet commerce. In addition to coordinating on regulatory priorities, the high priority discussion for this day was on how to develop the talent pipeline to meet the workforce needs of these companies.

Companies involved in E-commerce and/or with Information Technology skills training needs are spread throughout the region. The strongest concentration of employers are located in the greater Medford/ White City area, and secondarily along the I-5 or other major transportation corridors in the communities of Grants Pass, Phoenix/Talent and Ashland.

2. **Sector's Economic Size and Scope:** Because E-Commerce is a way of doing business that cuts across all industries and not a specific classification of industry it is difficult to compile data on its economic size or scope. A sampling of E-Commerce companies shows employment at 3,164 individuals in 2010 ([Table C.2.a](#)). This is by no means a complete list of E-commerce companies, but it does identify the larger companies with the highest concentration of Information Technology skills training and recruitment needs.

Table C.2.a A Sample of Southern Oregon's E-Commerce Employers

Company	Product	% of Sales On-line	# Employees
Harry & David	Gourmet fruit & gifts/corporate HQ	35%	2,000
Fire Mountain Gems & Beads	Gems and Beads distribution	80%	500
CDS Publications	On-line Publishing House	65%	260
Motorcycle USA/ Motorcycle Superstore	On-line Motorcycle publication and motorcycle accessories sales/distribution	85%	175
FTD Teleflora	Floral	-	139
Recognition Specialties	Name Badges	95%	22
Dreamsacks	On-line retailer of natural clothing	42%	18
AirScape	Energy efficient natural cooling	90%	8
Procare Software	The industry's #1 Childcare Management software	100%	42
Total			3,164

Source:

SOREDI and RWP Surveys

Table C.2.b.3, is an excerpt from the SOREDI Benefits Study that gives a sense of the gross regional product —from the Medford E-Commerce Zone.

Table C.2.b.3 Economic Benefits of Medford E-commerce Zone to Southern Oregon

	2009	2020
Total Employment	697	915
Gross Regional Product	\$ 41,940,000	\$ 91,680,000
State Tax Revenue	\$ 3,997,000	\$ 8,452,000
Local Property Tax Revenue	\$ 826,806	\$ 1,210,322
Total Tax Revenue	\$ 4,823,806	\$ 9,662,322

3. Job Demand for the Sector:

a. *Short and mid-term projections based on both new and replacement jobs*

Because E-Commerce is a way of doing business and not a specific classification of industry it is difficult to project job openings in E-Commerce/Information Technology. Table C.3.a.1 shows the latest projections for Information Technology / Computer Specialist as well as call center customer service representatives and telemarketer occupations as a sample of some of the occupations needed. As with the manufacturing occupations, the overall number of projected job openings in Computer Specialist occupations is not a large number. However, because an adequate pipeline of these skilled workers is essential for the success of these companies, we will pursue a modified sector strategy to help address these demand issues.

**Table C.3.a.1 Computer Specialist Occupations - Projected Growth 2010 to 2020
Region 8 (Jackson and Josephine Counties)**

Occupations	Employment				2010-2020 Openings			Minimum Educational	Competitive
	2010	2020	Change	%	Due to	Due to	Total		

				Change	Growth	Replacement		Requirement	Education
Computer Programmers*	107	127	20	18.7%	20	27	47	Bachelor's	Bachelor's + Work Exp.
Computer Software Engineers, Applications	128	149	21	16.4%	21	14	35	Bachelor's	Bachelor's + Work Exp.
Computer Software Engineers, Systems Software	37	43	6	16.2%	6	4	10	Bachelor's	Bachelor's + Work Exp.
Computer Support Specialists	312	364	52	16.7%	52	89	141	Post-sec.	Bachelor's
Computer Systems Analysts	87	98	11	12.6%	11	17	28	Bachelor's	Bachelor's + Work Exp.
Database Administrators	41	48	7	17.1%	7	8	15	Bachelor's	Master's
Network and Computer Systems Administrators	140	158	18	12.9%	18	25	43	Bachelor's	Bachelor's + Work Exp.
Network Systems and Data Communications Analysts*	88	98	10	11.4%	10	14	24	Bachelor's	Bachelor's + Work Exp.
Computer Specialists, All Other	173	194	21	12.1%	21	34	55	Post-sec.	Bachelor's
Total Computer Specialist Occupations	1,113	1,279	166	14.9%	166	232	398		
Customer Service Representatives	1,542	1,726	184	11.9%	184	464	648	Moderate OJT	Work Exp.
Telemarketers	210	287	77	36.7%	77	53	130	Short OJT	Work Exp.
Total Call Center Occupations									

*Self-employment is estimated to be 10% or greater for this occupation — Source: Oregon Employment Department - Updated Dec 2011

The call center industry is a component of the broader category “Business Support Services”, and comprises about three-fourths of this industry sector. The most common occupation in this sector is customer service representative, followed by telemarketers.

b. Demographics of the existing workforce

Demographic data for occupations are not published, only at the 3 -digit NAICS industry level. This precludes demographic data for a detailed, 5-digit industry such as call centers or specific occupations such as Computer Specialists.

c. Reported Skill Shortages

In addition to the skills shortage of talent in Information Technology/Computer Specialist described in section C.1. above, business leaders tell us that this fast-changing set of industries requires more specialized skills, knowledge and/or experience that are not readily found in the current labor pool. For example, E-commerce companies are looking for marketing expertise that includes an understanding of Search Engine Optimization, Web Presence and Web Analytics. Employers report that these skills are frequently not found in far too many candidates. This emerging skills gap reflects the fact that industry innovation continually propels the need for new and expanded worker skills, and even new

occupations. It also underscores the need for continual skills acquisition and life-long learning by all workers.

4. Supply and Demand Alignment for the Sector:

- a. *Match between demand and the regional inventory of job seekers* - E-commerce/Information Technology employers have episodically reported shortages of qualified applicants for technically skilled positions such as Computer Programmers.
- b. *Availability of career paths which lead to self-sufficiency wages* - The E-commerce/Information Technology industry has a limited number of career paths that can lead to self-sufficiency wages for workers.

Rogue Community College currently has a Career Pathway in Computer Science/Graphic Design which can lead to positions as Office Specialist, Desktop publishers, Website developer assistants, Web designers, Computer Specialists, Graphic Designer, Computer programmer, software engineer, systems analyst or Network systems & data communications analyst.

- c. *Opportunities for low-income workers and disadvantaged job seekers* - The job and career opportunities described above could provide opportunities for appropriate low-income workers and disadvantaged job seekers. Entry level positions may include: Office Specialist with Web emphasis or Desktop publisher.

5. Population to be Served:

We will serve a limited number of appropriate and interested job/career seekers in the E-commerce/Information Technology Sector strategy. This will include youth, unemployed workers, those seeking a career transition, the disadvantaged and currently employed workers. E-commerce/ Information Technology careers has been and will continue to be an important focus of the RWP's Youth Success work, focused on exposing young adults in the region's high schools and alternative schools to careers with pathways to advancement. In addition, clients of the RWP's Workforce and Education System Partners who are focused on helping unemployed or other transitioning workers will also benefit. These clients will have opportunity to learn about the field and access training in E-commerce/Information Technology occupations. All appropriate and interested clients from the required partner agencies will be served.

Multiple barriers may have prevented the service population from entering into jobs in the E-commerce/Information Technology industry, including:

- Low skills and/or educational attainment - high school dropout
- Lack of knowledge about the job opportunities and career pathways
- Lack of knowledge about the financial aid available to obtain training

Through our PowerUp Academy, as well as connections to the WSO One-Stop Centers, Rogue Community College, Southern Oregon University and Oregon Institute of Technology, we will also provide on-going training opportunities and support to those incumbent workers interested in continuing up a skills and career pathway.

6. Potential for Impact of Working with the Sector

- a. *Commitment level of employers to address workforce issues and contribute resources* - E-commerce/Information Technology employers are strongly represented in the RWP-WIB leadership roles. These employers are also actively engaged in sending staff to PowerUp Academy trainings. The Academy primarily serves their incumbent workers. SOREDI has also continued to convene an E-commerce/Information Technology cluster group of CEO-level business leaders. This group is actively meeting and working on common capacity building initiatives.

With only a limited number of job openings and thus limited demand, we will limit our E-commerce/Information Technology Sector strategy approach to those occupations and companies in which we can offer value to both the employer and potential job/career seeker. Our E-commerce/Information Technology sector strategy is in its developmental stage. Doing more to attract emerging and transitional workers into key E-commerce/Information Technology occupations and to improve the alignment of training curriculum will take time, effort and perseverance.

As is typical with such long-term workforce intermediary efforts, a stronger employer commitment for replacement and new job openings will need to be developed in the coming years, based on trust-based relationships and performance/proven value-add of our services over time.

Since only a limited number of openings are anticipated in E-commerce/Information Technology, this sector strategy will be very targeted to the most appropriately skilled and motivated clients.

- b. *WIB and partner connections / leverage points within the sector* - The RWP/Job Council and SOREDI have strong connections/leverage points with many E-commerce/Information Technology E-commerce/Information Technology companies. Our staff do joint site visits with many E-Commerce/Information Technology employers, with many of them participating in the PowerUp Academy. Rogue Community College also has a Computer Science/Graphic Design Advisory Committee of employers. Our plan is to convene a joint meeting of these partner staff to explore greater ways to collaborate with our common E-commerce/Information Technology business partners.
- c. *Presence of an active industry intermediary* - The RWP/Job Council, SOREDI and RCC will continue to leverage our existing business relationships and work more collaboratively to serve as the workforce intermediary for the advanced E-commerce/Information Technology sector.
- d. *Related workforce development efforts underway* - see sections 1, 3, 5 and 6 above.
- e. List of career pathways available and availability (or plans for) sector-based curriculum through local training providers
- Rogue Community College currently has a Career Pathway in Computer Science/Graphic Design which can lead to positions as Office Specialist, Desktop publishers, Website developer assistants, Web designers, Computer Specialists, Graphic Designer, Computer

programmer, software engineer, systems analyst or Network systems & data communications analyst.

- PowerUp Academy is a partnership with the RWP, RCC and SOU. It provides short-term trainings for a broad range of industries. Offerings to date include Microsoft Certification, MS-Excel, Access, and Project, and Crystal Reports.

7. Implementation Plan

- a. *What we will do to support the sector and assure it has the skilled workforce it needs -*
The RWP/The Job Council is committed to staffing the E-commerce/Information Technology Sector work, partnering with these employers to find solutions that meet their immediate and long-term workforce needs. Building upon current capacities, we will work with appropriate partners at RCC, K-12 School Districts, OIT, and SOU to address the needs of our region's E-commerce/Information Technology for skilled workers.

In addition, to these efforts, Workforce and Education System Partners will continue to align the following efforts to address foundational, industry related and occupation related skills.

- **Foundational Skills**

National Career Readiness Certificate - To address basic skills needs, we will provide access to the National Career Readiness Certificate (NCRC) and lay the foundation towards becoming a Work Ready Community. By offering the NCRC to job/career seekers interested in pursuing a career in E-Commerce/Information Technology, we will provide employers with a method by which these foundation skills in reading, math and locating information will be verified for entry level and other workers.

RCC Institutional Learning Outcomes - are a common set of student behaviors that define more holistic student success: persistence, self-monitoring, critical thinking, transfer of knowledge, and a wider application of communication skills, among others. Students who demonstrate these abilities seem to do better in college, no matter what the course or program, and frequently, exhibiting these behaviors correlated to better grades.

RCC has identified a set of institutional learning outcomes to be included in courses and programs throughout the curriculum. These 26 indicators of five learning outcomes (Communication, Personal Growth, Application of Knowledge, Critical Thinking, and Approach to Learning) are not content-specific; they are collegiate success dispositions to be assessed at the course level along with the course's intended outcomes. Rubrics that describe performance at the emerging, practicing and mastery level have been designed by a group of faculty. As faculty grade students' mastery of course's intended outcomes each term, they also assess students on their level of mastery of these success dispositions using the common rubrics and record those scores on the grade rosters. These numerical assessments are not figured into student course grades, nor do they affect GPA. However, these assessments do provide a feedback and learning loop for all students on these key (transferable) foundational skills that will help lead to success in the work environment.

- **Industry Related and Occupation Related Skills**

PowerUp Academy - will complement the existing array of Continuing Education training for incumbent workers.

RCC, OIT and SOU - will continue to provide industry related skills training for E-commerce/ Information Technology professions.

b. *Partners roles and commitments* -

- E-commerce/Information Technology Employers - are the key, demand-side partners in our collaboration. They create the jobs, articulate the skills and training needs, help to map out career ladders/lattices, provide sites and staff support for internships, provide staff and resources to support career exploration, career related learning, and experiential learning activities, and provide feedback for continuous improvement for all training.
- RWP/Job Council - plays a lead role with system partners in both the convening and coordination of the integrated planning function. RWP/Job Council also plays a lead coordination role in the PowerUp Academy. The Job Council also operates the One-Stop Centers in partnership with the Oregon Employment Department, and is also the WIA IB Adult/Dislocated Workers and WIA Youth Program provider. E-commerce/Information Technology sector integration work at the WSO Centers and with other system providers is performed by TJC staff.
- Rogue Community College - brings strong Information Technology skills training capacity leadership to the table in the form of the Computer Science and Graphic Design programs.
- Southern Oregon University and Oregon Institute of Technology - offer bachelor degree programs in Computer Science
- Oregon Employment Department - is a core partner in the operation and leadership of the WSO One-Stop Centers, as well as Veteran's Workforce Program and Trade Adjustment Act. OED staff will screen and refer appropriate clients to manufacturing occupations and career pathway activities. OED provides enhanced and customized job matching service for employers and job seekers in targeted sectors.
- K-12 Education Partners - School Superintendents, administrators, principals and teachers participate in the planning and implementation of the range of Youth Success activities that support student engagement in career related learning, dual enrollment and other experiential/applied learning. E-commerce/Information Technology is a particular focus area in all these activities.

c. *How we'll work with education, economic development and required workforce partners* -

- Education Partners: We will work with K-12 education partners by coordinating with them on career exploration and outreach events so that high school and alternative education students develop a greater understanding of the career opportunities in the E-Commerce/Information Technology industry. Partners currently hold an annual Careers in Gear event in which all the region's high schools are invited to attend. Students engaged in career related learning are the primary attendees. In addition to an exhibit hall of employers providing information on their career opportunities, the event also includes workshop sessions and day-long small group (1 to 10) mentoring with a business leader.

We have had E-commerce/Information Technology companies well represented at this event. We will work with Junior Achievement to incorporate more E-commerce/Information Technology career related learning experiences as they work under contract with the Medford School District to provide connections to businesses.

In our newly expanding Youth Success partnership we are focusing on increasing the number of dual enrollments so that more high school students will graduate with at least nine credits from RCC. Our goal is to create a more and more seamless opportunities for young emerging workers to enter into Computer Science and Graphic Design training pathways.

- **Economic Development Partners** - SOREDI is strongly focused on E-commerce/Information Technology industries. We will work seamlessly with SOREDI and other economic development partners to seize upon all future opportunities for greater collaboration to support this industry (see sections above).
 - **Required Workforce Partners** - We will work with the required Workforce Partners as described above. Existing partnerships will be enhanced as needed to develop the workforce solutions needed by the E-commerce/Information Technology employers.
- d. *How will strategy align with/inform/leverage WorkSource Oregon* - WSO One-Stop Centers will also be a key area for integration and coordination with our E-Commerce/Information Technology sector strategy. Just as with young emerging high school workers, our goal is to inform appropriate job/career seekers coming through the WSO Centers about the E-commerce/Information Technology occupations and career pathways.

Certified Work Ready Communities

1. Counties to become CWRC: Jackson (first) and Josephine (second) Counties
2. Work Ready Community Lead:
 - Name: Jim Fong
 - Organization: The Job Council / Rogue Workforce Partnership
 - Title: Executive Director
 - Address: 100 E. Main Street, Suite A • Medford, OR 97501
 - Office Phone: 541.842-2515
 - Email: jimf@jobcouncil.org
3. Not applicable - other than implementing the NCRC rollout, we have not begun any planning/work on CWRC prior to July 2012.
- 4.

Team member	Organization	Role
Jim Fong	RWP/The Job Council	Executive Director, RWP-WIB member /staff and serves lead role in convening and facilitating partnership planning discussions
Workforce Education & System Partners (WESP)		
Bill Jiron	Rogue Community College	Department for Workforce Training and Chair of WESP
Laurie Rydell	Rogue Community College	Director of Adult Basic Skills and Individualized Career Training - key

		partner in NCRC rollout and now expansion planning
Kirk Gibson	Rogue Community College	Vice President of Instruction - Oversees all RCC Deans; serves as lead point for coordination in all this instructional
Melissa Wolf	Department of Human Services	Self-Sufficiency Manager - lead voice in DHS TANF-JOBS program design, overview and integration
Pete Karpa	DHS-Office of Vocational Rehabilitation Services	RWP-WIB member and leading the charge in articulating how OVRS staff can operationally integrate with WSO Centers/Sites & defining how OVRS clients will be able to benefit from obtaining an NCRC
Randy Costello	Commission for the Blind	Strong advocate for services to the visually impaired
Fred Garcia	Experience Works	Has not attended meetings regularly; we need to re-engage
John Gallo	Easter Seals	Career Specialist, Homeless Veterans Reintegration Program and Medford Oregon Employer Council Chair who is leading the charge in creating regular Job Seeker/Employer Forums
Katie Shepard	Easter Seals	Executive Director and strong support of systems integration
Betty Weldon & Shae Johns	Southern Oregon Goodwill Industries	TANF/JOBS contractor & also provider of workforce services for developmental disability population. Strong voices for partnership.
Gail Gasso & Shawn Blair	Oregon Employment Department	Managers & strong system partnership leaders at the WSO One-Stop Centers/Sites
Ree Ayres	Bureau of Labor & Industries	Strong advocate for system alignment, bringing to the table the Apprenticeship programs
Sherri Stratton	The Job Council/RWP	WIA IB Adult Program Manager - strong system partnership leader at the WSO One-Stop Centers/Sites
Youth Success Initiative Partners - School to Work Bridge Subcommittee		
Scott Perry	Southern Oregon Education Service District	Superintendent of SOESD, RWP-WIB member and key partner in Youth Success Initiative, leading the charge on education systems reform and alignment in partnership with the region's school superintendents
Phil Long	Medford 549C School District	Superintendent , RWP-WIB member and key partner in Youth

		Success Initiative, bringing to the table a strong leadership voice and vision for education system and student improvement
Debbie McClellan	Rogue Community College	Director of Educational Partnerships and strong leader for system improvement and change
Tom Drummond	College Dreams	Executive Director & strong leader in research and data driven program design. College Dreams
Tom Cole	Kids Unlimited	Executive Director & strong leadership voice for education systems transformation
Mary Holbrook	Junior Achievement	Executive Director, great business & community contacts, is coordinating Careers in Gear event under contract to RWP, providing career related learning experiences for Medford School District; strong and practical leadership voice for getting things done
Sue Parish	RWP/Job Council consultant	Helping to facilitate and lead both in Youth Success and is also under contract to Oregon Health Authority in working with their workforce development efforts under healthcare systems transformation
Margie McNabb	RWP /The Job Council	Youth & Family Program Director; lead convener/facilitator for Youth Success Initiative
Employer Outreach - NCRC/CWRC & Sector Strategies Coordination		
Ron Fox	Southern Oregon Regional Economic Development, Inc.	Executive Director of the region's economic development organization
Jeff Griffin	Governor's Regional Solution Center	Regional coordinator
Gregg Edwards	Asante Health Systems	Chief People Officer - Asante is our region's largest employer and healthcare provider. They intend to actively and financially support the implementation of the NCRC for their prospective employees.
Other RWP - WIB members	RWP-WIB members	Will help promote the NCRC to other employers as appropriate

5. To achieve the criteria for NCRC attainment by category, we will need to ramp up capacities on multiple fronts simultaneously.
- **Transitioning Workers** - First and foremost we will be targeting a greater percentage of transitioning workers from the WSO One-Stop Centers and the affiliated system partners for Initial Skills Review screening and eventual NCRC attainment. We will need to build upon the current limited capacity at the WSO One-Stop Center in Grants Pass and The Job Council / WSO

affiliate center in Medford. We will need to access more computer labs and proctoring capacity. In our initial NCRC rollout, RCC agreed to revisit the need to be a secondary resource in the future if greater computer lab capacity was required for testing.

Vocational Rehabilitation Services (OVRs) and Easter Seals (Homeless Veterans Program) are intending to refer appropriate clients to the WSO Centers. NCRC will also be integrated as a DHS-TANF/JOBS program offering for appropriate clients. OVRs plans to send appropriate clients for the Initial Skills Review and NCRC, and has offered to provide payment for the clients who get the service. Since The Job Council is also a TANF/JOBS contractor for these Welfare to Work clients, referral to a One-Stop Center/Site is already part of the service delivery process. Our regional BOLI representative is also considering appropriate referral of Apprenticeship candidates. In essence, our regional partners envision working more seamlessly together to muster the capacity and clients needed to attain the NCRC goals for transitioning workers.

- Emerging Workers - Regional education, higher education, workforce, early childhood and youth development leaders have come together in our region to launch a comprehensive Youth Success Initiative. Patterned after a Collective Impact model first described in the Winter 2011 issue of the Stanford Social Innovation Review, this initiative is focused on creating a unified partnership umbrella focused on improving youth success outcomes from ages 0 to early adulthood. This span and focus is in alignment with the State's education transformation initiative.

We envision more youth entering kindergarten ready to learn, more students achieving higher education outcomes within supportive family and community environments, and more young adults emerging from high school and post-secondary education with the skills they need so they can succeed in the workplace. Business and community leaders will be an active and integral part of these skill building, experiential learning opportunities.

The School to Work Bridge Subcommittee of this partnership (see membership list above) consist of key education and higher education leaders who have the relationships, skills and authority to catalyze system alignment throughout the region. We are already launching an expansion of dual enrollment programs with the targeted goal of significantly increasing the number of students graduating high school with at least 9 credit hours of Community College coursework through RCC. A presentation to all regional K-12 school superintendents is being conducted this month, with follow-up outreach to school principals and teachers planned for the coming months.

We envision introducing the concept of Certified Work Ready Communities to the Youth Success partners, and specifically the School to Work Bridge Subcommittee. We will ask these groups to adopt CWRC as a part of its overarching strategy for Youth Success, and would propose outreach to all school districts in the coming calendar year to prepare for a rollout to high school and community college students beginning July 2014.

- Current Workers & Employers - We envision a multi-pronged strategy to achieve our target goals for current workers and employers. First, we will work with those employers that are either already using the NCRC or are planning to more actively use it as part of their recruitment process. For example, Asante Health Systems is the region's largest employer and is preparing to incorporate the NCRC more deeply into its hiring processes. Asante's Chief People Officer, Gregg Edwards, is also a member of the RWP, and has discussed the possibility of co-investing

resources to support this expanded NCRC rollout. Our first strategy would therefore be to work with Asante to develop the processes, procedures, protocols and scripts that would allow for a seamless connection between CWRC/NCRC capacity at the WSO One-Stop Centers/Sites and the Asante recruitment process.

Secondly, we will then start promoting the NCRC and the CWRC with our other business and economic development partners. Employer to employer testimonial is the best word of mouth advertising. Our second strategy is to catalyze and help cultivate the "buzz" about the NCRC/CWRC initiative. We will ask Dave Williams from Northwest Natural Gas to come down to help cross-promote, and we will capitalize on our existing cadre of "sold" employers to help spread the word about the benefits of the NCRC. We will also coordinate with our economic development partners (SOREDI, City of Grants Pass and Medford, Business Oregon, Governor's Regional Solutions Center, Chambers of Commerce, etc.) on how best to promote the NCRC/CWRC effort.

Finally, we envision reaching out to employers about the benefits of the NCRC as part of their investment strategy to help propel the career advancement of their current workers. With Asante, the RWP/Job Council has already partnered to help them develop a career pathways map for internal career advancement. NCRC would be a natural next step as part of this career progression. In addition, we anticipate cross-promoting the NCRC at our PowerUp Academy trainings which are currently focused primarily on current workers. Making a connection between career advancement, NCRC skills certification and PowerUp Academy trainings is natural and creates an opportunity pathway to achieve our current worker goal.

Leveraging Assessment and Remediation/Training Opportunities - At the WSO Centers/Sites, we will continue to use the Initial Skills Review as an assessment tool, and also seek to either repurpose resource or find new ways to creatively expand remediation support without any additional resources. We will engage our local Title II Adult Basic Skills partners to discuss ways we might leverage their capacity to help support remediation efforts. We will also discuss with them how other community college assessment tools might be used as part of the pre-NCRC process. With other system partners such as Vocational Rehabilitation and Easter Seals, we have discussed scenarios in which their staff would work more intensively with their clients after an Initial Skills Review to support their remediation efforts. This could involve tutoring help with online learning or other appropriate supports.

Enhancing remediation and training opportunities is the linkage point for our region between CWRC and our System Innovation and Sector Strategies (see question 8 below).

6. *How will we engage businesses to achieve our business engagement goals?*

As discussed in section 5 above, We envision a multi-pronged strategy to engage businesses. First, we will work with those employers that are either already using the NCRC or are planning to more actively use it as part of their recruitment process. We will work with these employers to develop the processes, procedures, protocols and scripts that would allow for a seamless connection between CWRC/NCRC capacity at the WSO One-Stop Centers/Sites and the employer's recruitment process.

Secondly, we will then start promoting the NCRC and the CWRC with our other business and economic development partners. Employer to employer testimonial is the best word of mouth advertising. Our second strategy is to catalyze and help cultivate the "buzz" about the NCRC/CWRC

initiative. We will ask Dave Williams from Northwest Natural Gas to come down to help cross-promote, and we will capitalize on our existing cadre of "sold" employers to help spread the word about the benefits of the NCRC. We will also coordinate with our economic development partners (SORED), City of Grants Pass and Medford, Business Oregon, Governor's Regional Solutions Center, Chambers of Commerce, etc.) on how best to promote the NCRC/CWRC effort.

Finally, we envision reaching out to employers about the benefits of the NCRC as part of their investment strategy to help propel the career advancement of their current workers, as well as for their new incoming workers. We will partner with employers to help them develop a career pathways map for internal career advancement. NCRC would be a natural next step as part of this career progression. In addition, we anticipate cross-promoting the NCRC at our PowerUp Academy trainings which are currently focused primarily on current workers. By making a connection between PowerUp Academy trainings, NCRC skills certification and career advancement, we will engage more private and public sector employers to partners with us in the CWRC initiative. See section 5 above.

7. *How will we meet the criteria for implementing a soft skills assessment?*

Soft Skills has been a priority for the RWP since the inception of the NCRC rollout. Regional business leaders are eager for a tool that will help them know if a candidate has the requisite soft skills. We envision incorporating the soft skills component as part of the NCRC sales package and anticipate that more employers will want it than not.

8. *How will the implementation of a CWRC support or integrate with one or both of the other strategies?*

We see all three of our strategies - Sector Strategies, CWRC and System Innovation - as inextricably linked. Career/Work Readiness and Preparation is our System Innovation focus. We chose this focus area because of the groundswell of interest in the NCRC and also because of the strong Youth Success focus on Career Related Learning Experiences.

NCRC attainment is the very first, most basic step an individual can take to demonstrate that they have the requisite foundational work skills. Finding innovative ways to help motivate clients and giving them the tools to make this happen will be one of our key priorities and leverage points to start clients up the skills pyramid. Our focus on the NCRC will invariably lead us to further skills development and remediation efforts. Growing skills further up the skills pyramid will be the rest of the journey.

In addition, our sector strategies relies heavily on providing targeted sector employers with value-added services that help them address their most pressing workforce issues. And, based on our long-running dialogue with business leaders, basic skills is one of their key workforce issues. The NCRC is our tool for offering employers the assurance that candidates they're considering have at least this foundational level of basic skills. With Healthcare as our primary sector, and Asante leading the charge on NCRC adoption and investment, the connection between our Sector Strategy and CWRC is very strong.

System Innovation

1. Greater Program Alignment and Integration

a. *The local "menu of options"*

The primary system element we select is **Career/Work Readiness Preparation**. We are choosing this element because of the groundswell of interest amongst key business and workforce system partners in the NCRC. Please see the preceding section on Certified Work Ready Communities for more detail

The two secondary system elements we select are: **Skill Development** and **Career Pathways and Career/Technical/Professional Education**. We are choosing these two elements for the following reasons:

- Skill development is the natural evolution one moves to as one implements NCRC (see descriptions under Certified Work Ready Community for more detail)
- Dual enrollment is a high priority focus area for our Youth Success Initiative partners.

b. *System Inventory and opportunities for increase co-location*

1) Region 8 has the following WSO Centers and Affiliate Sites

WSO Center	WSO Affiliate Sites
<ul style="list-style-type: none"> • WorkSource Oregon 1569 N.E. "F" Street • Grants Pass - Oregon Employment Department - The Job Council 	<ul style="list-style-type: none"> • WSO - The Job Council 35 S. Bartlett Street • Medford • WSO - Oregon Employment Department 119 N. Oakdale Street • Medford •

WSO Center Certification & Program Implementation

- *How all components of the fully integrated WSO flow is being implemented & How OED & TJC staff deliver the fully integrated flow*

All services provided at the WSO One-Stop center are completely integrated. At this location, WIA Title 1B and Wagner Peyser staff deliver services on-site. At the Affiliate sites, staff provides access to all other services via internet, phone, and integrated referrals. The exact same registration and data tracking systems are used at all three locations.

The Board has certified all locations.

Most recent certification date

The WSO Center in Grants Pass will be certified by October 29, 2012

- *Plan for integrating non-fully integrated sites*
The RWP/Job Council and OED, in partnership with the Governor's Regional Solutions Center, plan to pursue the next steps identified in section 1.b.3 below to fully integrate our two currently separate Medford WSO Affiliate Sites.

2) Affiliate WSO Sites

The criteria for approving the Affiliate Sites is based on the overarching framework of the WorkSource Oregon service integration model (see Attachment #2) The operations of the Affiliate Sites must conform to the integrated service delivery model articulated amongst our

partnership and by the State Integration Leadership Team. These include the defined set products in Welcome, Skills and Employment Services and Business and Employer Services. Affiliate Site operations must also be driven by the Measures of Success identified in the WSO program model.

3) *Identify opportunities in our community for increasing co-location*

In June 2011, RWP/Job Council leadership convened a partnership meeting that brought together:

- Southern Oregon University - President and Chief of Staff
- Rogue Community College - President
- Oregon Employment Department (OED) - Regional Managers
- Governor's Regional Solution Center - Regional Coordinator
- Southern Oregon Regional Economic Development, Inc. - Executive Director
- Sustainable Valley Technology Group (business incubator) - Executive Director
- Rogue Workforce Partnership / The Job Council - Executive Director
- Medford Fabrication - CEO
- Avista Utilities - Regional Representative

The purpose of the meeting was to explore ideas and opportunities for creating a more seamless extended "campus" that would dovetail with existing higher education partnership between RCC and SOU in downtown Medford. The concept was to create an integrated WSO One-Stop Center (co-housing staff from The Job Council and OED) within close walking distance and proximity to the RCC/SOU Higher Education Center and to also have close by an integrated Business Services One-Stop Center (co-housing staff from SOREDI, Regional Solutions Center, Sustainable Valley Technology Group, Small Business Development Center, OED Regional Economist and RWP/Job Council business services). The goal was to create a seamless, demand driven partnership connection between our region's business services and economic development capacities and our higher education and workforce development partners - thus creating the positive pipeline flow amongst ourselves as partners that we seek to create for our common customers as they actually transition from higher education and workforce services into jobs and successful careers.

Since the RWP/Job Council, SOREDI, and Governor's Regional Solutions Center were already co-located and searching for better and more cost effective accommodations, partners agreed that the RWP/Job Council would continue to take to lead in searching for a downtown facilities set of options that would meet the needs for these partners. Partners also recognized that co-location with appropriate OED staff would have its own set of challenges; given the fact that OED owned their current facility.

After a comprehensive search and extensive negotiations and planning, a suitable set of facilities was found. The Job Council is now just completing its move into a WSO facility that happens to be directly across the street from the RCC/SOU - Higher Education Center at 35 S. Bartlett Street. Space accommodations at this site are such that with an expansion of classroom capacity (either at the HEC or other nearby spaces) OED One-Stop staff could be accommodated in this new facility. In addition, Business Services partners were able to find a location less than two and one-half blocks away at 100 E. Main Street, to accommodate an integrated Business Services Center.

In May 2012, at the request of the Governor's Regional Solutions Center Coordinator, RWP/Job Council leadership created a concept paper outlining the co-location proposal.

Since this time, leaders from OED and the Governor's Regional Solutions Center have met to identify next steps in pursuing OED co-location options. The Governor was briefed on this project at a recent Regional Solutions Center meeting at the RCC/SOU - Higher Education Center by Jackson County Commissioner Chair Don Skundrick. This workforce partnership resource alignment effort is one of the project priorities for the Southern Oregon Regional Solutions Center. Oregon's Chief Operating Officer, Michael Jordon was also briefed and given a site tour of the facilities earlier this year. The Governor's Office and Regional Solutions Center are working closely with leaders from OED to see if a cost effective solution can be created to allow for OED co-location. These coordination efforts are actively underway. The concept paper and associated briefing document can be found in Section II Compliance, Attachment #8.

RWP/TJC staff and the Regional Solutions Coordinator are working in close partnership with leaders from OED, Department of Administrative Services and other appropriate partners to find a cost effective solution that will allow for OED co-location. A number of potential solution scenarios are actively being explored . One option involves identifying all the State facility lease agreements in Medford and seeing if another State agency can occupy some or all of the space currently owned and used by OED. Such a "space swapping" concept might allow for a relatively cost neutral solution. Another option being explored involves doing a cost-benefit analysis on OED selling their current facility, thereby freeing them up to co-locate in the new Job Council/WSO One-Stop and the Integrated Business Services One-Stop locations (with TJC/RWP, SOREDI and the Regional Solutions Center staff). A final option being documented (for lack of viability) is the option proposed by OED for The Job Council to co-locate its current One-Stop/ WIA staff (exclusive of its JOBS program staff) in the current OED facility. Greater clarity and next steps will hopefully emerge in the coming 3 to 6 months.

In the meantime, WSO One-Stop Center operating partners (OED and The Job Council) are continuing to meet on a regular basis to find ways to begin an enhanced integrated service experience to our clients, even as we await the outcome of co-location efforts. A joint staff swapping strategy is actively under discussion, now that facility relocation priorities are now beginning to subside to normal for The Job Council.

4) Recommendations for integrating additional partners into the WSO customer flow

Since The Job Council is already one of the JOBS/TANF service delivery contractors, DHS clients are already integrated into the Grants Pass WSO Center and the WSO-TJC Site. TANF/JOBS partners (DHS, TJC and Southern Oregon Goodwill Industries) meet regularly to coordinate this program. These same partners are also meeting as part of the RWP's Workforce and Education Partners Subcommittee to coordinate the TANF/JOBS program within the broader milieu of systems integration. Program improvement/design conversations are actively underway to develop ways to integrate TANF/JOBS clients into the flow of our NCRC and skill development initiative.

In addition, the Office of Vocational Rehabilitation Services and Easter Seals (Veterans Homeless Reintegration) are planning to send clients to the WSO One-Stop Center/Sites for services, particularly the Initial Skills Review and NCRC. Other partners are also considering similar integration strategies.

5) Identify timeline for center certification based on OWIB policy during the lifetime of this plan

Our current thinking on the timeline for center certification during the lifetime of this plan is to conduct this certification process on an annual basis. Given the rapid changes underway as we expand the WSO model to incorporate other key partners, the life cycle trajectory and on-going refinement in the operational realities of what really happens in WSO Centers with the partnership between OED and The Job Council, and the next level rollout of our Sector Strategies and Work Ready Communities, an annual review of our WSO Center operations seems more than appropriate at this point in time.

6) *Describe how WSO Centers and other programs sites will support Sector Strategies and Work Ready Communities*

We have described this connection in some detail under both the Sector Strategies and Work Ready Communities sections above. It bears repeating though, that we see all three of our strategies - Sector Strategies, CWRC and System Innovation - as inextricably linked. Our primary System Innovation strategy is the expansion of the NCRC and related skills development activities. WSO Centers figure prominently as the key operations and facility infrastructure to support the rollout of the NCRC. For example, in our preliminary planning conversations with Asante Health Systems, we envision all Asante job applicants (below a certain professionally /technically trained level) being referred to a WSO Center to pursue the attainment of an NCRC, if they don't already have one.

Other program sites (e.g., Vocational Rehabilitation, Easter Seals) may provide wrap around support and/or tutorial supports for clients seeking to obtain their NCRC.

All WSO Center and other program site staff will be made aware of our Sector Strategies in Healthcare, Advanced Manufacturing and E-commerce/Information Technology. These career pathways activities will become part of the WSO Center menu of services or product box.

In addition, our WSO center and affiliate sites are the cornerstone for our efforts in connecting people to jobs and getting jobs. Our sector strategy efforts will need to connect to the WSO center and other program sites operations. One of our goals is to increase the number WSO Job listings and referrals for our three sector industries. Increasing the connection to these and all other jobs, and the related skill-building that's required to get these jobs, will be the driving focus of our systems innovation work.

For emerging workers, our ultimate goal is to create a truly seamless flow of students from high school to post-secondary to our WSO Centers, the NCRC and targeted Sector Strategies.

2. Governance Compacts

a. *How partners were engaged in the development of this plan*

Partners have been engaged at both the full WIB and subcommittee levels with this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through the OWIB Strategic Plan Framework and prepare and align our local strategic priorities for the coming fiscal/program year.

In addition, numerous subcommittee meetings of both the Workforce and Education System Partners (WESP) whose focus is on transitioning workers, and the newly reformed Youth Success

Initiative sub and extended partnership committee have taken place over the ensuing months. In addition, our newly formed Healthcare Workforce Steering Committee

This plan reflects the current culmination and synthesis of all these planning conversations. It also reflects where we as partners are at, at this moment in time. On-going refinement in our concepts, operational plans and strategic sensibilities will naturally occur as we move forward in this implementation process. And, we will continue to learn, grow and take more effective action as refinements to this plan and its execution over time.

Regional partners are strongly committed to the road ahead - to creating a better, more aligned and integrated workforce and education system that better prepares our customers, our businesses and our communities for success.

b. *How we will monitor our plan/who will participate and how*

This Implementation Plan organizes our work based on the major strategies - or the "what". Our previously developed RWP Strategic Plan and Work Plan (see Attachment #1) lays out quarterly goals and tasks to be accomplished based on "who" we're serving - emerging, transitioning and incumbent workers.



These documents and descriptions constitute different "image slices," similar to an MRI or CAT scan. They describe our local strategies from both a "what we will do," and also a "who we will serve" set of perspectives. When viewed holistically or from a fully integrated perspective, this constitutes our comprehensive plan for improving the skills, proficiencies and readiness of our region's workforce for the coming decade.

Our strategies for Sector Strategies, Work Ready Communities and System Innovation are targeted to all three categories of workers - Emerging, Transitioning and Current. Conversely, our target populations of Emerging, Transitional and Current workers will all benefit from our Sector Strategies, Work Ready Communities, System Innovation and region's specific PowerUp Academy work.

We will continue to utilize our WIB and subcommittee structures to monitor our plan as we move forward. The key elements of this Implementation Plan will be incorporated into our Strategic Work Plan, which provides the WIB and its subcommittees an easy to use tool to monitor plan versus actual activities and deliverables. Over the initial few months, we will merge these plan templates

to create an integrated tool for monitoring progress. Goals/tasks will be projected, accomplished, deferred or added to on an on-going quarterly basis. Our WIB and subcommittees are experienced in using this tool to monitor, oversee and help execute our "strategic doing" activities.

Our Implementation Plan and Strategic plan/Work Plan are intended to be a living documents, with on-going changes and adjustments expected to occur over time. In the coming months and years, we'll identify what works and what doesn't work, we'll learn, and we'll enhance our capacity to take more effective action in creating more positive outcomes for workers, businesses and our community.

We will continue to utilize our WIB and subcommittee structures to monitor our plan as we move forward. The key elements of this Implementation Plan will be incorporated into our Strategic Work Plan, a tool which provides the WIB and its subcommittees an easy to use tool to monitor plan versus actual activities and deliverables. Our WIB and subcommittee members are experienced in using this tool to monitor, oversee and help execute our "strategic doing" activities.

3. Barriers and Challenges

Barrier and/or Challenge	Root Cause	Potential Solutions
<p>Capacity, Time & Funding</p> <p>The primary barrier is capacity and time in:</p> <ul style="list-style-type: none"> WIB staff capacity - <ul style="list-style-type: none"> to accomplish Sector Strategies, Work Ready Communities & System Innovation work; we aspire to add even more sectors because of their importance to our region's economic vitality, but lack the needed staff capacity for convening, facilitating and systems alignment For all WSO Center and system partners - Resources continue to shrink, everyone is being asked to do more with less, and innovation/system alignment takes time and energy which are in extremely short supply. 	<ul style="list-style-type: none"> Lack of a dedicated resource pool to support WIB systems alignment work Reduced capacity due to reduced resources 	<ul style="list-style-type: none"> State Identify dedicated funding for Workforce System Coordination, Convening, Planning and Evaluation No easy answers; just need to start the transformation process rely on innovation to fuel more change & improvement Funding for services & additional capacity
<p>Full Partner Engagement</p> <ul style="list-style-type: none"> We have extremely good relations and partner participation from most agencies/programs. While all are members of our Workforce and Education System Partners (WESP) subcommittee, there are a few partners who have been unable to attend and participate in any of the planning meetings to date. <p>In addition, WESP partners routinely experience limitations both in their capacity (due to budget cuts) as well as local or state agency program delivery and/or performance requirements that create friction in our ability at the local level to create more</p>	<ul style="list-style-type: none"> Reduced capacity and/or priority to participate due to capacity limits 	<ul style="list-style-type: none"> State agencies leaders create clear expectations to local managers to actively participate in on-going planning/implementation work Support for the Role of WIBs as Leaders, Conveners, Planners, and Evaluators Allegiance/Commitment to the WorkSource Oregon Model and comprehensive workforce planning Funding for services & additional capacity Assistance in defining partner roles and commitment to

seamless, holistic and integrate services.		<p>integrated service delivery</p> <ul style="list-style-type: none"> • Responsiveness to plan, goals & objectives • Allegiance/Commitment to the WorkSource Oregon model
<p>Facilities Limitations</p> <p>Our goal is to create a fully integrated WSO One-Stop Center in Medford. OED and the RWP/ Job Council leaders are working collaboratively to create interim (staff exchange) and also a long-term solution. Co-location is challenged by the fact that the OED owns their current facility, making it more difficult to find a cost effective solution to co-location</p>	<ul style="list-style-type: none"> • OED owns their facility making it more challenging to find a cost effective solution to co-location 	<ul style="list-style-type: none"> • Partners are working together to identify all available options (a partnership of RWP/Job Council, OED & Governor's Office / Regional Solutions Center); we're conducting a cost-benefit analysis with the goal of coming to a decision on how best to move forward to a solution • Continued support from OED state-level leaders and the Governor's Office to arrive at a co-location solution
<p>NCRC Capacity/Infrastructure and Result Information</p> <ul style="list-style-type: none"> • <u>Capacity / Infrastructure</u>- As we continue to roll out an expanded NCRC strategy, we will soon run into capacity limitations in computer labs/classrooms to conduct the test. We also have a limited capacity of proctor staff that would need to be expanded. • <u>Results Information</u> - Since the initial NCRC implementation, our region's business leaders have consistently asked for results information on the NCRC - job placements, retention, wage gain/career progression, etc. We are still waiting for any available data from either previous Oregon pilots or other states. We see this data as critical in our efforts to promote the benefits of NCRC to businesses, as well as instrumental to our efforts to be results-oriented and data-driven in our program design, implementation and continuous improvement. 	<ul style="list-style-type: none"> • Limits to the number of computer labs available for NCRC testing 	<ul style="list-style-type: none"> • Partnership with school districts, Rogue Community College and businesses to share/access computer labs as available? • CCWD is in the process of gathering the available data and providing it to us

4. Logic Model

Region 8's logic model begins on the See following page.

How We'll Collect Data

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Data for Outputs, Interim Outcomes and Outcomes will be collected through a variety of methods. Existing or new local tracking process using existing management information systems and/or other interim systems will need to be implemented for a number of measures (e.g., sector focused training and work experiences will increase by xx%, more students entering the workforce with knowledge of career pathways in targeted sectors, Increased number of jobs developed in healthcare or manufacturing, etc.).

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As an example, we currently do a post-event survey of all high school students who participate in our RWP annual Careers in Gear event, asking youth what they've learned about work readiness or work ethic related topics. We will now likely add a question about career pathway awareness in targeted sectors.

Other outcome data will be generated as part of education achievement compacts (e.g., More students graduating with 9 credit hours post-secondary training in targeted sectors) or workforce systems compacts (e.g., increased # of job placements in targeted sectors). Overall, data gathering methods and reporting templates will need to be developed and refined over time using lean principles and in a best practice learning partnership with state and other LWIB partners.

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Region 8 Implementation Plan Logic Model - Jackson & Josephine Counties

Strategy	Agency/ Program	Resources	Activities	Outputs	Interim Outcomes	Outcomes
SECTOR STRATEGIES						
Coordinated outreach to targeted sector companies	RWP/Job Council, SOREDI (Econ. Dev.), RCC, SOU, OIT OED	SORED, RWP (WIA), RCC, SOU, OIT OED	Coordinated outreach to targeted sector businesses; link with existing SOREDI cluster groups and RCC/SOU/OIT or other industry committees, groups or contacts	# of coordinated business outreach meetings/contact	Targeted sector companies have been approached in a coordinated way by the most appropriate/connected partner to engage in sector conversation	More skilled workers filling the talent pipeline for key occupations in target sectors
Establish or Maintain Sector Strategies Teams	RWP/Job Council, SOREDI, RCC, SOU, OIT DHS, OED	WIA Title IB, II, III, IV, V, SEDAF, Carl Perkins, TANF/JOBS, SNAP Employment	Sector Teams meet monthly, every other month or quarterly as needed to identify priorities and coordinate action plans	<ul style="list-style-type: none"> Healthcare Workforce Steering Committee continues to meet & accomplish objectives Manufacturing & E-Commerce / Information Tech Groups are formed with all partners represented Business informed sector goals and objectives are identified for each sector 	<ul style="list-style-type: none"> Sector Teams are all formed & meeting Business informed sector goals and objectives are identified for each sector Each partner shares a role and/or responsibility for assisting the sector in meeting at least one goal and/or objective 	More students (emerging workers) entering the workforce with knowledge of career pathways in target sectors.
Gather up to date data on sectors and their workforce/ training concerns	RWP/Job Council	WIA Title IB, other funds TBD?	Conduct workforce surveys or use other information gathering tools to identify top workforce priorities of sector employers, as needed	<ul style="list-style-type: none"> Surveys conducted and/or other pertinent sector workforce information is gathered Local information & data is available for each sector to inform goals, priorities and action plans 	Local information & data is available for each sector to inform goals, priorities and action plans	More students graduating high school with at least 9 credit hours of post-secondary education/ training in target sectors
Target training and work experience resources toward priority sectors	RWP/Job Council, DHS, SOGI, Voc Rehab.	WIA Title IB, TANF/JOBS, Voc. Rehab	Develop OJTs, JOBS Plus, internships (youth & adult) in health care, manufacturing and E-Commerce/Information Technology, as appropriate. Target training scholarships toward priority sectors	Increase % of OJTs, internships and WIA training scholarships awarded in targeted sectors	Sector focused training and work experiences will increase by xx% (to be determined)	
	RCC, SOESD,		Streamline and systematize	More high school students	More students graduating high	

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Strategy	Agency/ Program	Resources	Activities	Outputs	Interim Outcomes	Outcomes
	School Districts		process for dual enrollment between high school and post-secondary & particularly for target sectors	engaged in dual enrollment in targeted sectors	school with 9 credit hours post-secondary training in targeted sectors	
Provide targeted sector information to job seekers and front line staff	RCC	WIA Title II, Carl Perkins	Partners will work together to: <ul style="list-style-type: none"> • Provide information sessions on careers/training opportunities in targeted sectors • Create mechanisms for web-based information sharing training information • Provide education on targeted sectors and sector strategies to contracted job developers • Consider sector focus when developing job training plans and OJTs 	To be developed	xx % (TDB) increase in people pursuing and completing training in targeted sectors Increase in # jobs developed in health care/manufacturing	
	RWP	WIA Title IB				
	OED	WIA Title III, SEDAF				
	Voc Rehab	WIA Title IV, WIA Title IB				
Ensure that curriculum in support of target sectors is adapted to meet industry needs based on feedback from employers and advisory groups	RWP/Job Council, RCC, SOU, OIT, SOESD & School Districts	WIA Title II, Carl Perkins, RCC, SOESD, School Districts, SOU, OIT	<ul style="list-style-type: none"> • Work with high school & post-secondary partners to align curriculum, as needed. • Provide vocation-specific bridge and pre-bridge training in support of assisting lower skilled individuals in accessing career pathways in health care and manufacturing. 	<ul style="list-style-type: none"> • High School and Post-secondary curriculum alignment work conducted • # of students participating in sector-specific bridge and pre-bridge coursework 	<ul style="list-style-type: none"> • High School and Post-secondary curriculum aligned as needed • Increased # of individuals participating in bridge and pre-bridge programs that go on to the next step in health care and manufacturing training, certificates achieved 	
Provide enhanced and customized job matching service for employers and job seekers in targeted sectors	OED	WIA Title III, SEDAF	<p>Prioritize employer visits in target sector areas</p> <p>Target graduates of health care and manufacturing training programs for customized job placement services</p>	<p># of manufacturing and health care employer visits</p> <p># of targeted training program graduates listed in iMatch Skills</p>	<p>Increased # of job placements in targeted sectors</p> <p>Increased # of training graduates placed through iMatch</p>	
CERTIFIED WORK READY COMMUNITY						
Inform community	RWP/Job	WIA Title IB	Present concept to stakeholder	# presentations to stakeholder	Increased community	

Strategy	Agency/ Program	Resources	Activities	Outputs	Interim Outcomes	Outcomes
about Certified Work Ready Community concept	Council		groups	groups	awareness of Work Ready Community concept through # of presentations given	More NCRC certificates awarded Region is positioned & ready to fully launch CWRC
Engage employers in Certified Work Ready Community	RWP/Job Council, OED & other partners	WIA Title IB, WIA Title III, SEDAF	Develop and distribute promotional materials to employers	# of Hire Work Ready presentations/materials distributed	Increased # of employers that commit to preferring NCRC in hiring	
Promote & rollout NCRC to all Workforce & Education System Partner staff	WESP subcommittee members	WESP Subcommittee	Rollout & promote NCRC to all WSO Center & System client	# or presentation/information provided to staff Referral information/ process & procedures developed	# customers referred to NCRC testing	
Increase access to NCRC testing	RWP/Job Council, OED, RCC, High Schools	WIA Title IB, WIA Title III, SEDAF, WIA Title II	Explore additional testing capacity with partners, schools and community organizations	Additional # of testing stations and sites developed	Increased access to NCRC testing	
Increase # of tests given to transitional workforce	RWP/Job Council, OED	WIA Title IB, WIA Title III, SEDAF	Require NCRC testing prior to participation in specialized programs	# tested at WorkSource Oregon/Job Council sites	NCRC testing becomes assimilated into WorkSource Oregon/Job Council Programs and Services	
	DHS	TANF/JOBS	Pilot NCRC testing with TANF recipients as appropriate	# TANF recipients tested	Increased integration of NCRC with DHS services	
	RCC	WIA Title II, Carl Perkins	Explore making NCRC testing mandatory prior to participation in specific grant/training programs	# of grant/training program applicants tested	Increased integration of NCRC with LCC Programs	
	Voc Rehab & Easter Seals	WIA Title IV Easter Seals	Promote NCRC to program participants Explore providing testing on site	# of Voc Rehab & Easter Seals customers tested	Increased access to NCRC for Voc Rehab & Easter Seals population	
Explore testing of emerging workers (HS Junior, Senior or recent graduate; college student or recent graduate)	RWP/Job Council, RCC, SOESD & School Districts	WIA Title IB, WIA Title II, Carl Perkins	Pilot integrating NCRC into existing RCC programming/ curriculum	# of emerging workers tested	Increased integration of NCRC with RCC & High School	

Strategy	Agency/ Program	Resources	Activities	Outputs	Interim Outcomes	Outcomes
SYSTEMS INNOVATION						
Integrate Sector Strategies into Work-based/ Experiential Learning throughout system	RWP/Job Council, RCC, JOBS, Voc Rehab, Title V	WIA Title IB, WIA Title II, Carl Perkins	# OJTs, youth internships, and Jobs Plus placements in target sectors	# of work-based/experiential learning placements in target sectors	Increased # of work-based/experiential Learning placements in targeted sectors	More skilled workers filling the talent pipeline for key occupations in target sectors
	RCC, SOESD, School Districts		Streamline and systematize process for dual enrollment between high school and post-secondary & particularly for target sectors	More high school students engaged in dual enrollment in targeted sectors	More students graduating high school with 9 credit hours post-secondary training in targeted sectors	More students entering the workforce with knowledge of career paths in target sectors.
Link the NCRC to Work-based/ Experiential Learning opportunities throughout system	RWP/Job Council, RCC, JOBS, Voc Rehab, Title V	WIA Title IB, WIA Title II, Carl Perkins	Make NCRC testing a requirement to participate in Work-based/Experiential Learning opportunities throughout the system wherever possible	# of NCRC tests administered to those pursuing Work-based/Experiential Learning opportunities	Increased # of individuals earning an NCRC who are participating in Work-based/Experiential learning	More students graduating high school with at least 9 credit hours of post-secondary education/ training in target sectors
Increase online skills enhancement options and resources within WorkSource Oregon/Job Council	RWP/Job Council,, OED, RCC	WIA Title IB, WIA Title III, SEDAF, WIA Title II,	Research and make available additional on-line training and skills enhancement options via WorkSource Oregon/Job Council Menu of Services	# of on-line trainings added # of WorkSource Oregon/Job Council customers completing on-line training offerings	Increased training offerings- Increased # of WorkSource Oregon/Job Council customers completing certificates on-line	More NCRC certificates awarded to all customers & students
Provide more targeted and customized labor exchange services to increase job placement in targeted sectors	OED	WIA Title III, SEDAF	Pilot a "targeted industry sector specialist" approach to job placement.	Targeted industry sector specialists identified, approach developed # of relationships formed with targeted sector training providers	% increase in manufacturing and health care workers placed	Region is positioned & ready to fully launch CWRC

OUTCOMES MEASURES TABLE

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

Measure	Program	PY2013 Target	PY2014 Target	PY2015 Target
<p>1. Placement: percent of customers employed the quarter when the individual completed services from the workforce system or the quarter after. (Source: PRISM)</p> <p><input type="checkbox"/> Submit targets with strategic plan</p> <p><input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available</p> <p><input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified</p>	WIA Title 1B (adult, youth and dislocated worker combined)	64.4	64.8	65.2
	WIA Title II	37.4	37.6	37.8
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	64.9	65.3	65.7
	WIA Title IV - Vocational Rehabilitation	49.8	50.1	50.5
	Temporary Assistance for Needy Families (TANF)/JOBS	50.9	51.2	51.6
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs – Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				
<p>2. Retention: Percent of customers employed in four continuous quarters after completing services. (Source: PRISM)</p> <p><input type="checkbox"/> Submit targets with strategic plan</p> <p><input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available</p> <p><input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified</p>	Program	Target for 2013	Target for 2014	Target for 2015
	WIA Title 1B (adult, youth and dislocated worker combined)	53.8	54.2	54.6
	WIA Title II	61.5	62.0	62.5
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	58.2	58.6	59.0
	WIA Title IV - Vocational Rehabilitation	58.9	59.3	59.7
	Temporary Assistance for Needy Families (TANF)/JOBS	32.9	33.1	33.3
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)				
Food Stamp Employment Program (SNAP)				

OUTCOMES MEASURES TABLE

Measure	Program	Target for 2013	Target for 2014	Target for 2015
3. Wage gain: Fifth quarter average hourly wages minus first quarter average hourly wages. (Source: PRISM) <input type="checkbox"/> Submit targets with strategic plan <input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available <input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified	WIA Title 1B (adult, youth and dislocated worker combined)	0.22	0.22	0.22
	WIA Title II	0.5	0.5	0.5
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)	0.44	0.44	0.44
	WIA Title IV - Vocational Rehabilitation	(1.94)	(1.94)	(1.94)
	Temporary Assistance for Needy Families (TANF)/JOBS	(0.17)	(0.17)	(0.17)
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				

Directions: Measure 4 is in development for January 2013. Do not set goals for this measure. This measure is included only for your information and future planning purposes.

Measure	Program	Target for 2013	Target for 2014	Target for 2015
4. Long term wage gain: 13 th quarter average hourly wages minus first quarter average hourly wages. (Source: PRISM) <input type="checkbox"/> Submit targets with strategic plan <input style="background-color: yellow;" type="checkbox"/> Set targets when data becomes available <input style="background-color: #90EE90;" type="checkbox"/> Do not set targets until notified	WIA Title 1B (adult, youth and dislocated worker combined)			
	WIA Title II			
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)			
	WIA Title IV - Vocational Rehabilitation			
	Temporary Assistance for Needy Families (TANF)/JOBS			
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title I/National Programs - Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Youth Conservation Corps			
	Commission for the Blind			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)			
Food Stamp Employment Program (SNAP)				

OUTCOMES MEASURES TABLE

Directions: Measures 5 & 6 are in development for January 2013. Do not set goals for these measures. These measures are included only for your information and future planning purposes.

Measure	Program	Target for 2013	Target for 2014	Target for 2015
5. Business Customer satisfaction. Percent of employers who report satisfaction with new employees who completed workforce system programs.	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title II			
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)			
	WIA Title IV - Vocational Rehabilitation			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)WIA			
	Title I/National Programs – Veterans			
	WIA Title I/Migrant Seasonal Farm Workers			
	Trade Adjustment Assistance (TAA) & Trade Readjustment Allowances			
	Temporary Assistance for Needy Families (TANF)/JOBS			
	Youth Conservation Corps			
	Commission for the Blind			
	Food Stamp Employment Program (SNAP)			
6. Job Seeker customer satisfaction.	Program	Target for 2013	Target for 2014	Target for 2015
	WIA Title I-B Youth			
	WIA Title I-B Adult			
	WIA Title I-B Dislocated Workers			
	WIA Title II			
	WIA Title III Wagner-Peyser Employment Service (includes SEDAF funded services)			
	WIA Title IV - Vocational Rehabilitation			
	Older Americans Act/Title V – Senior Community Service Employment Program (SCSEP)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			
	Food Stamp Employment Program (SNAP)			

OUTCOMES MEASURES TABLE

Directions: The following measures are to be developed over the course of the next year. Do not set goals for these measures. These measures are included only for your information and future planning purposes.

Measure	Program	Target for 2013	Target for 2014	Target for 2015
Skills Gain: skill credential based on administrative records.				
Net Impact: cost of services compared to numbers placed, earnings, taxes generated.				
System Improvement Measure				



STRATEGIC PLAN - ROGUE WORKFORCE PARTNERSHIP

Vision. We envision a prosperous Rogue Valley with a thriving and sustainable economy, in which every business can find the employees they need to make them successful in the global economy, and where every employee is equipped with the personal, academic and occupational skills that allow them to develop fulfilling careers with local employers.

Mission. Our mission is to build a thriving regional economy by supporting, connecting, and coordinating the many community partners that help employers develop more skilled workers and help residents develop fulfilling careers.

Values and Guiding Principles

- We work to achieve specific goals, not just to run programs. We will be nimble, quick, and entrepreneurial.
- Outcomes, data, and market demand must drive our work and our program design. We will strive for high performance and will hold ourselves accountable for results.
- Successful careers are based on a foundation of personal and developmental skills, which are as important as academic and occupational skills. We will support the development of all these skills.
- We will treat employers, employees, and other partners with respect and dignity. We value diverse opinions and backgrounds as sources of insight and resiliency.
- It will take many organizations working together to make progress on our goals. In some cases we may provide leadership, but in all cases we will be strong collaborative partners.

Goal: Bring New Workers Seamlessly into the Work Force

Our 2040 Vision: Students move seamlessly through career/life exploration and experientially-based education and training programs into careers that provide them personal fulfillment, self-sufficiency, and an ability to support their families. Our region's young people become confident, engaged, and productive citizens with the skills to move through multiple career changes in their lifetimes. These young people are able to stay in the region if they wish, and become role models for future generations. Every young person enjoys "real world" job experiences, earns basic educational and job credentials, and develops important personal character skills that promote success.

Our Target for 2015: Youth employment rates and wages are rising, and rising faster among youth we have served.

Key Strategy: Develop and implement a regional strategy that will coordinate and expand career/life exploration and work readiness programs at the middle school and high school levels throughout the region and engage more business leaders to help create a range of "real world" work experiences for youth.

Goal: Help Transitioning Workers Improve Skills and Find Jobs

Our 2040 Vision: Workers have - or can quickly develop - the personal characteristics, educational credentials, and job skills to secure fulfilling work that supports their families. Our region's jobseekers are able to gain equal access to employment thanks to the work of community organizations, including ours, that help them identify and overcome barriers to employment. Likewise, businesses find fewer barriers to employing previously unemployed workers.

Our Target for 2015: Unemployment is less common and shorter, and wages are higher, particularly for those we have served.

Key Strategy: Develop and implement a system for workforce partners to (a) coordinate employer outreach and share information about employers, (b) jointly market programs to employers, and (c) use a common database to track clients and do longitudinal analysis of their progress.

Goal: "PowerUp" Employed Workers

Our 2040 Vision: Workers are successful in continuously improving their skills, and finding increasingly skilled jobs; employers, in turn, are readily able to find skilled workers or develop needed skills in their work force. The region enjoys several thriving clusters of traded-sector firms that are characterized by high wages and high growth. These firms have ready access to local workers who meet their unique needs.

Our Target for 2015: Wages are increasing, and increasing faster for those we have served.

Key Strategy: Strengthen and expand the PowerUp program by (a) increasing earned income and sponsorships to cover 100% of program costs, (b) increasing Partnership members' participation in PowerUp workshops, and (c) strengthening evaluation systems to demonstrate workshop impacts.

Goal: Strengthen the Partnership

Our 2040 Vision: The RWP is widely recognized in the region as a critically important organization for helping workers find increasingly skilled jobs, and for helping employers find increasingly skilled workers. We are recognized as industry leaders by our peers nationwide. Because our purpose, accomplishments, and plans are clear to our stakeholders, we enjoy a broad base of financial support.

Our Target for 2015: Growing regional understanding and support of our work has helped us develop at least 5 new funding sources, providing at least \$250,000 in new annual funding.

Key Strategy: Develop clear materials describing the Partnership, effective orientation materials for board members, and clearer opportunities for engagement by board members and other partners in order to expand marketing and fundraising.

WORK PLAN PY 2012-2013

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
Bring New Workers Seamlessly into the Workforce Develop & implement regional strategy that will coordinate & expand career/life exploration & work readiness programs at the middle & high school levels throughout the region, & engage more business leaders to help create a range of "real world" work experiences and opportunities for youth. This 3-5 year strategy includes: a. Competencies/Proficiencies that define people 'ready to work' b. ID current elements in the system for developing those competencies c. A proposed, more coordinated approach to programs d. Shared common database of schools, programs, employers e. work plan & plans for staffing, budget, funding f. Expand on current strategies of consolidated Careers in Gear - mentored Career Day, Junior Achievement, etc.	Staffing: • Margie McNabb • Stacie Grier • Tami Allison • Jim Fong Consultants: • Mary Holbrook • Sue Parish Oversight: • Guided by Youth Success Steering Committee as part of Collective Impact initiative	1. Fund & Capacity Development • Staff/Consultants draft 3-5 year strategy includes: work plan, budget, funding strategy, staffing plan • Full strategy approved by WIB. Staff/Consultants works with partners & WIB to raise funds to implement strategy (est. \$500k - \$1M over 3-5 years)	• Staff/Consultants works with partners & WIB to raise funds needed to implement strategy. • Full strategy approved by WIB. Staff/Consultants works with partners & WIB to raise funds to implement strategy (est. \$500k - \$1M over 3-5 years)	• Full 3-5 year strategy is funded and launched with dedicated staff support. • Strategy should include systems for feedback and evaluation by students, schools, and employers. • Annual evaluation and improvement of the strategy by the Partnership.	• 4 th Event held with: • More students (750 by 2014) • More Business Sponsors financially supporting event • More business employers participating in event
		2. Careers in Gear 2013 prep begins: • Contractor retained (Mary Holbrook – Junior Achievement) • School Administrators & CRLE instructors engaged	• Event plans in place • Business Sponsors plan developed • Business participants recruitment (increase # employers by 100%)	• 3 rd Annual event held with 350 students • New Business Sponsors financially support event; goal \$25,000 to \$30,000 donations in time, food, materials	
		3. Implement Youth Success Collective Impact • Framework & Strategic Doing Work Plan Developed • Initial phase of data analysis & research of promising practices competed • Implement plan to expand 2+2/dual enrollment of high school students in RCC courses. • Begin Legislative White Paper draft • Begin work on work readiness proficiencies for students	• Meet with State Legislators & other key regional stakeholders to provide briefing on our Youth Success Collective Impact work, goals & support needed. • Create first cut of integrated business outreach/asks (with WESP partners) • Infuse this work into grantwriting efforts (see above)	• Integrate Careers in Gear with other work/career readiness enhancement strategies (job shadowing, mentoring, internships, industry site tours, interviewing skills, etc.) • Present "Circle of Courage" model to the WIB & Youth Success Subcommittee • Work Readiness Proficiencies - developed & vetted. • Infuse this work into grantwriting efforts (see above)	• Evaluate progress / accomplishment & "cook more rice"

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>Help Transitioning Workers Improve Skills & Find Jobs.</p> <p>For PY 2012 we'll develop an that plan Develop & implement a system for workforce partners to:</p> <ol style="list-style-type: none"> Coordinate employer outreach & partnership work to develop workforce. Jointly market programs to employers & coordinate on job/career fairs, etc. Use a common database to track clients and do longitudinal analysis of their progress. <p>This system would ultimately include:</p> <ol style="list-style-type: none"> List of core competencies Database of programs and systems for developing competencies Joint marketing materials all programs can use System for coordinating work with employers Shared database of employers Longitudinal database of clients & common system for reporting 	<ul style="list-style-type: none"> Led by WESP Subcommittee (Workforce & Education System Partners) <i>Staffed by:</i> <ul style="list-style-type: none"> Jim Fong Ken Heindsmann Tami Allison 	<p>1. OWIB Implementation Planning</p> <ul style="list-style-type: none"> WESP begin OWIB Implementation Planning on Systems Innovation & Work Ready Communities 	<ul style="list-style-type: none"> Implementation Plan crafted, approved & submitted to OWIB WESP Staff prepares 2-3 page concept paper including draft work plan budget & timeline for developing 3-5 year plan 	<p>2. Integrated Performance Reporting</p> <ul style="list-style-type: none"> Prep work begun for Program/System Overview & Performance Information presented to WIB and County Commissioners Report on Back-to-Work Oregon performance 	<p>3. National Career Readiness Certificate & Enhancing the Skills Agenda</p> <ul style="list-style-type: none"> Develop & begin implementing NCRC expansion agreements & protocols amongst partners; address capacity issues Develop NCRC & WIN - Initial Skills Review remediation services Continue effort to build & implement skills enhancement capacities More refined, cost-effective skills enhancing tools & strategies are implemented by partners with improved client outcomes. <p>4. Coordinated Employer Forums / Career & Job Fairs</p> <ul style="list-style-type: none"> Employer Forums / Career Transformation Events – begin next level coordination work to integrate events with partners & Careers in Gear. Present update to RWP (in Jan.) <p>5. Coordinated Employer Outreach</p> <ul style="list-style-type: none"> Begin next phase of coordinated Employer Outreach Menu work Employer Outreach Menu work created & vetted with WIB business leaders <p>6. Co-located One-Stop Center in Medford</p> <ul style="list-style-type: none"> Continue work with OED & Governor's Regional Solutions Center to co-locate appropriate staff in One-Stop Center @ 35 Bartlett St. & Business Center @ 100 E. Main.

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>“PowerUp” Employed Workers Strengthen & expand PowerUp Academy by:</p> <ol style="list-style-type: none"> Increasing earned income and sponsorships to cover 100% of program costs. Increasing partnership members’ participation in PowerUp workshops. Strengthening evaluation systems to demonstrate workshop impacts. 	<p><u>Staff:</u></p> <ul style="list-style-type: none"> Stacie Grier Amanda Brouwer <p><u>Oversight:</u></p> <ul style="list-style-type: none"> RWP Board of Directors 	<ul style="list-style-type: none"> Set performance targets for PY 2012-2013 Continue to meet employer demand for high quality trainings Renew Lean Training offerings - coordinate with SOHPEC & other SW Oregon partners Coordinate with Oregon Employer Council & other organizations to create more seamless product offerings. 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings Update business plan & review / get guidance from RWP Board of Directors 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings
<p>Sector Strategies</p>					
<p>Target key high-growth, high-wage industry sectors to address workforce needs - part of comprehensive economic growth strategy.</p> <ol style="list-style-type: none"> Build on existing efforts convening E-Commerce, Info Tech, Healthcare, Heavy Lift Helicopter, Advanced Manufacturing businesses Work with education & workforce training providers (RCC, SOU, OIT, others) to: <ul style="list-style-type: none"> Align curriculum & program offerings Develop new solutions, models & strategies Address the real-time business needs <p>Work with SOREDI, Sustainable Valley & other economic growth leadership partners to jointly staff &</p>	<p><u>RWP Staff:</u></p> <ul style="list-style-type: none"> Stacie Grier Amanda Brouwer Jim Fong Tami Allison <p><u>Healthcare</u></p> <ul style="list-style-type: none"> John Osborn Anna Lewis Jeanne Stallman <p><u>Manufacturing</u></p> <ul style="list-style-type: none"> Ted Whittle Steven Foster Todd Giesbrecht Steve Schilling Ron Fox Colleen Padilla 	<p>1. Healthcare</p> <ul style="list-style-type: none"> Identify priority training needs for incoming & incumbent workers. Workforce needs being identified & met - short & long-term. <ul style="list-style-type: none"> New CMA PowerUp Training launched. DOL - TAACCCT grant award announced. JRHA (Jefferson Regional Health Alliance) coordination Workplan developed & priorities set by Healthcare Steering Committee & RWP. 	<p>Annual Forum held to discuss issues in healthcare industry impacted workforce development (Oct)</p> <ul style="list-style-type: none"> Workforce needs being identified & met - short & long-term. 		
<p>2. E-Commerce / Information Technology</p> <ul style="list-style-type: none"> Identify priority training needs for incoming & incumbent workers. Identify critical educational alignment needs 					

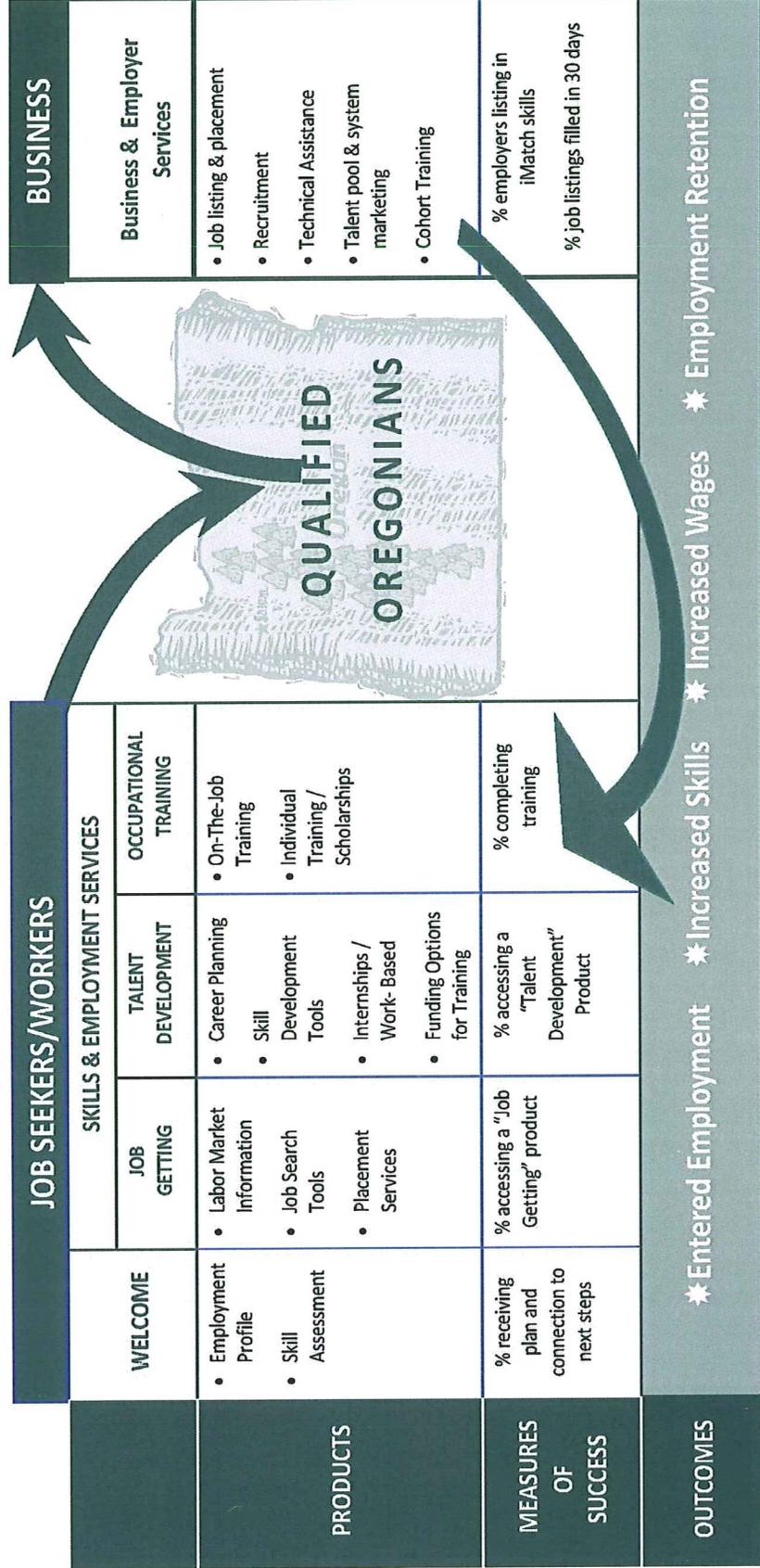
Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>sustain this workforce training alignment effort.</p>		<p>3. Advanced Manufacturing</p> <ul style="list-style-type: none"> Convene meeting with SOREDI, RCC, SOESD & RWP partners to coordinate contacts and align strategies with manufacturing employers. 	<ul style="list-style-type: none"> Implement joint strategies with manufacturing employers. Identify priority training needs for incoming & incumbent workers. 		
<p>Strengthen the Partnership Develop clear materials describing the Partnership, effective orientation materials for board members, and clearer opportunities for engagement by board members and other partners in order to expand marketing and fundraising.</p>	<p><u>RWP Staff:</u></p> <ul style="list-style-type: none"> Jim Fong Stacie Grier <p><u>Oversight:</u></p> <ul style="list-style-type: none"> Guided by RWP Board of Directors & RWP-WIB 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Increase private-sector business members Develop & present one-page "who is the WIB" document for board review RWP to discuss WIA funding and current budget, staffing plan <p><u>SOREDI / RWP Coordination</u></p> <ul style="list-style-type: none"> Convene 2nd Joint SOREDI Executive Committee / RWP Board of Directors meeting & present joint marketing plan 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Develop "WIB 101" orientation Develop draft 'job description' and 'annual plan' for board members, including possible new committees (Marketing/Communication, Fundraising, Board Development, Finance) 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Decide whether to add committees and sets fundraising/ resource goals WIB approves 'job description' & 'annual plan' WIB engages in developing annual budget and any funding changes 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> WIB clearly understands and drives its own annual budgeting and work plan process Organizational development and fundraising goals achieved
<p>Workforce Systems Investment & Realignment Work with Oregon Workforce Partnership, State & Federal Legislators, Governor's Office, Statewide Business Associations & other partners to:</p> <ol style="list-style-type: none"> Advocate for State & Federal investments in Workforce Development Align Workforce Systems 	<p><u>RWP Staff:</u></p> <ul style="list-style-type: none"> Jim Fong <p><u>Partnerships</u></p> <ul style="list-style-type: none"> Oregon Workforce Partnership Oregon Economic Development Association SOREDI 	<ul style="list-style-type: none"> Partner with OWP, OEDA, Oregon Business Plan & other partners to advocate for State investment in On-the-Job Training & Employer Workforce Training Funds. Brief local State Legislators on regional workforce development & educational alignment work & priorities Prepare for follow-up Federal & State Legislative site visits in coming months 	<ul style="list-style-type: none"> Co-convene Oregon Business Plan Regional Summit with SOREDI, Oregon Business Council and Associated Oregon Industries. Combine with RWP Annual Business Leaders Summit – Nov. 2012 ??? Develop Concept Paper for local State Legislators on improved workforce system alignment. 	<ul style="list-style-type: none"> Continue alignment & advocacy work with OWP State & Federal Legislators, Governor's Office, Business Associations Brief County Commissioners with Legislative talking points for their Washington, D.C Capitol Hill visits Attend NAWB Conference (National Association of Workforce Boards) in March in Washington, D.C . Capitol Hill visits with federal 	<ul style="list-style-type: none"> Continue alignment & advocacy work with OWP State & Federal Legislators, Governor's Office, Business Associations

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<ul style="list-style-type: none"> with Education System Reform/ Realignment 	<ul style="list-style-type: none"> Oregon Business Plan Oregon Business Council Association of Oregon Industries Association of Oregon Counties National Association of Workforce Boards National Skills Coalition 	<ul style="list-style-type: none"> OWIB Implementation Planning & align with RWP Strategic Plan On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	<ul style="list-style-type: none"> OWIB Implementation Planning & align with RWP Strategic Plan On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	<ul style="list-style-type: none"> legislative delegation / staff to inform & advocate our workforce system alignment efforts Site visits with Federal & State Legislative site visits completed. On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	



WORKSOURCE OREGON
"Oregon's Public Workforce System"

280,000 PEOPLE SERVED



OREGON WORKFORCE PARTNERSHIP

REGION 8
LOCAL WORKFORCE PLAN
SECTION II
COMPLIANCE
FOR
THE LOCAL WORKFORCE PARTNERS

January 1, 2013 - June 30, 2014

| [Updated 10/31/12](#) | [Updated 2012 11 28](#)

| [Changes made by Ken H. in response to initial review](#)

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.*

The Rogue Workforce Partnership held the following meetings to obtain input into the development of the state strategic plan section one and section two:

- April 12, 2012 – Launched the Governor’s Workforce Vision with LWIB members and partners
- May 7, 2012 – with Rogue Workforce Partnership Workforce & Education System Partners
- May 10, 2012 – with Rogue Workforce Partnership
- June 21, 2012 – with Rogue Workforce Partnership Board of Directors
- June 26, 2012 – Governor’s Kickoff Video Conference with RWP members
- July 2, 2012 – with Rogue Workforce Partnership Workforce & Education System Partners
- July 12, 2012 – with Rogue Workforce Partnership
- August 9, 2012 – with Rogue Workforce Partnership Board of Directors
- August 27, 2012 – with Rogue Workforce Partnership Workforce & Education System Partners
- September 13, 2012 – with Rogue Workforce Partnership
- September 25, 2012 – legal notice published in Medford Mail Tribune and Grants Pass Daily Courier requesting public comment. Email blast to all workforce, labor, education, business partners and elected officials.
- September 26, 2012 – with Jackson and Josephine County Boards of County Commissioners
- October 29, 2012 – with Jackson and Josephine County Boards of County Commissioners and Rogue Workforce Partnership

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 new media).*

Copies of the proposed plan were available through The Job Council’s web site, at the business office in Medford, and at the WorkSource Oregon One-Stop Center in Grants Pass, as well as noted on the public notice that was published in the Medford Mail Tribune and the Grants Pass Daily Courier newspapers. (See Attachment #1)

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.*

A public notice was placed in the Medford Mail Tribune and the Grants Pass Daily Courier as well as posted on The Job Council web site. (See Attachment #1)

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

Please refer to attached agendas for board meetings and board committee meetings, as well as public meeting notices published on The Job Council's website. See Attachment 1.

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

B. GOVERNANCE (20 CFR 661.350)

Governance

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?*

The Rogue Workforce Partnership (RWP) is the Region 8 Workforce Investment Board. The RWP is a non-profit organization with 501(c) (3) tax exempt status.

The RWP currently consists of 29 member positions, the majority from business. It includes all required regional workforce partners, and represents the interests of the business community and the education, economic development and workforce development partners. The bylaws provide for one of the RWP business members to serve as president. A list of all current RWP members and their respective affiliations is Attachment #2.

The Chief Elected Officials (CEO) consists of the combined Boards of County Commissioners from Jackson County and Josephine County (See Attachment #3)

The RWP is responsible for the policies that govern the overall operation of the One-Stop Center site/system, and for certifying the site in accordance with the criteria established by the RWP and outlined in the RWP - WIA Local Plan. The RWP is also responsible for monitoring and evaluation of the comprehensive WorkSource Oregon One-Stop Center for certification and quality assurance. The Job Council provides staff support to fulfill these RWP responsibilities

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

The Job Council serves as the WIB board staff, fiscal and administrative agent, and the One-Stop Operator and WIA Title IB service provider. In support of Region 8's administrative realignment under the Workforce Investment Act regarding 20 CFR 661.310(a) and 662.410(c), our region received approval from the Governor to enter into this governance arrangement in May 2010. See the attached letter and organization chart under Attachments # 4 & #5.

- 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.*

All mandated partners have access to all WIB members through the direct contact by phone, email or at WIB meetings.

- 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 current Youth Council membership includes representatives of the Jackson County's Commissions on Children and Families, Rogue Community College, Southern Oregon ESD,

Community Works, Jackson County Juvenile Justice Department, YMCA, Medford School District, College Dreams, Junior Achievement, Job Corps, and The Job Council. They developed the issues, goals and strategies for youth that are included in this plan in their effort to incorporate a youth development perspective into our communities' youth employment and training efforts. Committee representatives assist in the development of the Request for Qualifications/ Proposals for the provision of Workforce Investment Act mandated services in our two county region. The Youth Council also makes recommendations regarding the competitive selection of WIA Youth Program operators. Additionally, the Youth Council is responsible for oversight of local WIA youth programs to ensure fiscal and programmatic accountability.

- 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.).*

The RWP leaders meet monthly as either the full WIB or as the RWP Board of Directors to review Title IB program performance, fiscal report, policies, service design and/or governance issues. This review of Title IB programs is done in the context of the integrated WorkSource Oregon One-Stop Center/ Sites (Title IB, Wagner-Peyser, Veterans Workforce, Migrant Seasonal Farm Workers, TAA) as well as the larger WSO system of partners which include TANF, Vocational Rehabilitation, Title II/DOE (Adult Education & Literacy), Commission for the Blind, Older Americans Act/Title V, Food Stamp Employment, Developmental Disabilities, Homeless Veterans Reintegration Program.

The RWP is responsible for oversight for the One Stop system, and is the body that reviews the One-Stop Center certification processes. Part of the oversight process will include the establishment of local One Stop measures of performance. The RWP will review the MOU, RSA, and other mandated One Stop infrastructure elements as part of the oversight responsibility. One Stop system performance and fiscal reports are also submitted regularly to the RWP.

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

RWP members are oriented to their role by RWP leadership and staff. RWP leadership screens potential members for their interest in workforce issues and demonstrated interest and involvement in community efforts. RWP leadership expects its members to commit a set amount of time per month to RWP related activities (meeting preparation, committee/task force participation, etc.). Members that are not involved are eventually replaced. RWP meeting agendas are constructed in such a way as to become an open forum on key workforce issues. In that way more members become engaged in issues, learn more about the local workforce system and its challenges, and become genuinely more knowledgeable regarding workforce development.

2. Partnerships

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

Our region has a demonstrated history of outstanding partnership. The RWP has multiple subcommittees composed of a broad array of business, economic development, education, higher education and workforce partners. These include:

- Youth Success - who focus on aligning services for emerging workers from our region's high schools and post-secondary training

Inspired by a Winter 2011 Stanford Social Innovation Review article on Collective Impact (http://www.ssireview.org/articles/entry/collective_impact), workforce, education, higher education, early childhood and youth development partners have come together to create a comprehensive focus on the developmental, education and workforce readiness of all youth in our region. This holistic focus mirrors recent legislative changes to transform Oregon's education system and provides a unique opportunity for workforce development partners to link critical workforce preparedness outcomes with educational attainment outcomes. School Superintendents from both the Southern Oregon Education Service District and the Medford School District are RWP-WIB members and serve on this Youth Success Subcommittee as well.

- Workforce and Education System Partners - who focus on integrating services to transitioning workers. We have exceptional participation from almost all mandated system partners and are actively engaged in rolling out the National Career Readiness Certificate and Certified Work Ready Communities strategy as part of the State and regional Strategic Plan.
- Sector and Economic Development Partners - who focus on our targeted business industries. The Rogue Workforce Partnership/Job Council is co-located in a Business One-Stop with our region's economic development organization (Southern Oregon Regional Economic Development, Inc. - SOREDI), as well as the Governor's Regional Solutions Center (focused on regulatory streamlining). Our goal is to connect all the important business demand side of the labor market equation with workforce, higher education and education partners into a seamless connection for both employers and job seekers. This Business One-Stop is within a two block walk from our WorkSource Oregon One-Stop Center that serves job/career seekers, which is directly across the street and part of the extended campus alongside Rouge Community College and Southern Oregon University in downtown Medford.

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).

The RWP-WIB approved Strategic Work Plan creates a policy, program management and monitoring framework by which the board requires and supports integration of workforce services - both strategic and service delivery oriented. (See Attachment # 6) This document is used on a regular basis to oversee, guide and monitor our region's progress on service integration and system alignment goals.

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

i. Business - Business leaders from the WIB have been engaged in this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through and provide feedback to the OWIB on the Strategic Plan Framework. The WIB also was engaged in the development of the Implementation Plan, at subsequent review meetings throughout the summer and fall of 2012. Business leaders provided extensive input in the development of the Sector Strategies, Work Ready Communities/National Career Readiness Certificate, System Innovation and all other portions of the plan.

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ii. *Healthcare* - In addition, our newly formed Healthcare Workforce Steering Committee led by business leaders is actively engaged in this sector strategy work, and was instrumental in this portion of the plan development.;

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ii. *Labor* - from the WIB have been engaged in this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through and provide feedback to the OWIB on the Strategic Plan Framework. The WIB also was engaged in the development of the Implementation Plan at subsequent review meetings throughout the summer and fall of 2012. Labor leaders provided input in the development of the Sector Strategies, Work Ready Communities/National Career Readiness Certificate, System Innovation and all other portions of the plan.

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iii. *Education* - from the WIB have been engaged in this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through and provide feedback to the OWIB on the Strategic Plan Framework. The WIB also was engaged in the development of the Implementation Plan at subsequent review meetings throughout the summer and fall of 2012. Education leaders provided extensive input in the development of the Sector Strategies, Work Ready Communities/National Career Readiness Certificate, System Innovation and all other portions of the plan.

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In addition, education leaders have participated in numerous subcommittee meetings of both the Workforce and Education System Partners (WESP) whose focus is on transitioning workers, and the newly reformed Youth Success Initiative subcommittee. Extended partnership planning meetings have taken place over the ensuing months. These subcommittees have delved into the operational details of the implementation planning.

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Education partners in particular have lead the effort to forge a strong connection between our workforce system transformation planning work and the statewide education systems reform effort at the local level. The Superintendents from region's largest school district (Medford) and the Southern Oregon Education Service District have participated extensively in both WIB and Subcommittee levels. Additional K-12 school system as well as Rogue Community College administrators have also been part of the Youth Success subcommittee's on-going work in such areas as dual credit for high school students.

iv. *Community and Economic Development* - from the WIB have been engaged in this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through and provide feedback to the OWIB on the Strategic Plan Framework. The WIB also was engaged in the development of the Implementation Plan at subsequent review meetings throughout the summer and fall of 2012. Community and Economic Development leaders provided extensive input in the development of the Sector Strategies, Work Ready Communities/National Career Readiness Certificate, System Innovation and all other portions of the plan.

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v. *Local Tribal Nations* - from the WIB have been engaged in this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through and provide feedback to the OWIB

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on the Strategic Plan Framework. The WIB also was engaged in the development of the Implementation Plan at subsequent review meetings throughout the summer and fall of 2012. Our WIB representative from the Organization for Forgotten Americans provided input in the development of the plan.

~~All of the above partners have been engaged at both the full WIB and subcommittee levels with this plan development since its inception in the spring of 2012. The WIB spent two full meetings that included an extended strategic planning retreat to walk through the OWIB Strategic Plan Framework and prepare and align our local strategic priorities for the coming fiscal/program year.~~

~~In addition, numerous subcommittee meetings of both the Workforce and Education System Partners (WESP) whose focus is on transitioning workers, and the newly reformed Youth Success Initiative sub and extended partnership committee have taken place over the ensuing months. In addition, our newly formed Healthcare Workforce Steering Committee is actively engaged in this sector strategy work.~~

This plan reflects the ~~current~~ culmination and synthesis of all these planning conversations and the input and creative collaboration from all of the above partners. It also reflects where we as partners are at, at this moment in time. On-going refinement in our concepts, operational plans and strategic sensibilities will naturally occur as we move forward in this implementation process. And, we will continue to learn, grow and take more effective action to refine this plan and its execution over time.

Regional partners are strongly committed to the road ahead - to creating a better, more aligned and integrated workforce and education system that better prepares our customers, our businesses and our communities for success.

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).*

PROVISION OF SERVICES AT CERTIFIED ONE STOP CENTER

The One-Stop Center is located at 1569 NE "F" Street in Grants Pass The Oregon Employment and The Job Council (WIA IB provider) deliver services at this location in an integrated service delivery model according to state and federal standards.

Access to all core services is provided at the Certified One-Stop Center either via direct provision of services, or through information available on-site or electronically. Listed below are descriptions of the services available at the One Stop Center.

One Stop Services: outreach, common intake for OED and WIA, WIA eligibility determination, orientation, WIN initial assessment for reading and math, employment statistics, support services information and referral, phone access to information about filing Unemployment Insurance claims online and with regional call centers, labor market information, job search and placement assistance, career counseling, college financial aid information and assistance. Information is available for partner programs such as Adult Basic Education, Post-secondary Vocational Education, DHS-Self Sufficiency Offices (TANF/Food Stamps), Vocational Rehabilitation, Organization of the Forgotten American, Southern Oregon Goodwill Industries, Oregon Commission for the Blind, Experience Works, Rogue Community College, and Southern

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Oregon University and value-added referrals are made to those organizations when it is determined their services appear appropriate.

Employer Services: labor market information, recruitment of employees, referrals and interviews, testing and skill assessment, job orders, rapid response services, seminars and conferences, employer advisory committees, information and referrals for PowerUp Academy skill training, access to Business Outreach Team business skills needs assessments, information and access to current worker training opportunities, access to information regarding high performing enterprise practices and Lean training available from the Southern Oregon High Performance Enterprise Consortium (SOHPEC).

The Operating Consortium members are committed to fully implementing an integrated workforce services model. A state approved integrated services plan launched in October 2008 by the Oregon Employment Department and The Job Council, launched local efforts to provide an integrated workforce services.

Respective services provided by each partner include:

The Employment Department - provides all basic core services to a universally eligible population including intensive services for veterans. In addition to referring individuals to regional unemployment insurance call center and online U/I information, OED staff will also provide core services such as common intake for OED/WIA programs, an initial WIN basic skills assessment, labor market information and job search and placement services assistance both individually and electronically, perform resource room supervision and management. The Employment Department's online iMatchSkills job applicant skills matching capacities is used in delivering job placement services. OED also case manages the delivery of Trade Adjustment Act services and activities for local individuals eligible for that program based out of Salem.

Onsite at the WorkSource Grants Pass One Stop Center there is a resource room including Internet access to One Stop Partner Programs and local, state and national job listings, computerized programs for financial aid and scholarship search, books, computer software tutorials, newspapers, periodicals, job search information and tools, career information, occupational reference books, videos on interviewing skills, interest assessment instruments, skills self-assessment tools, computers for developing resumes and cover letters, printers and resume paper, telephone, TDD or relay services for disabled access, fax and copier access, and information about a wide variety of local service providers from the eligible training provider list, and information regarding support service agencies. Although many of the materials are set up so people can access them individually, staff assistance is also available for those who need it. Appropriate co-located Grants Pass OED and WIA staff members have been trained to assist clients in this area.

The Job Council - provides WIA Title IB eligibility determination, intensive assessment, job search workshops, basic computer skills classes, National Career Readiness Certificate, on-the-job training, work experience/internships, information on support services, job search and placement assistance coordinated with OED labor exchange, development of an initial employment plan, and assists with the basic provision of general services such as outreach, common OED/WIA intake and orientation, initial WIN skills assessment, information on local service providers and eligible training providers, including value-added referrals to all the One Stop partners. Eligibility determination for the WIA 1B Youth Program is available on site also. The Job Council is also a service provider for TANF/JOBS and Food Stamp Employment programs - offering coordination to WIA funded skill enhancing services, as well as DHS funded enhanced services including JOBS Plus and work experience/internship placements. New

services in targeted industry sectors such as health care are also just being developed and offered to clients.

OTHER ONE STOP AFFILIATE SITES

All of the core, intensive and training services described above are also available at the two separated affiliate sites in Medford - the Oregon Employment Department and The Job Council. Partners are working intensively to co-locate these two sites into one co-located facility. In the meantime, integrated services are provided at each site and through enhanced referral to services at each other's location. Partners are also just starting a staff exchange program to start insinuating service integration more robustly into the everyday operations at each site.

Rapid Response Services: Rapid response services, to assist workers and employers in transition, are coordinated by the Business Resource Team (BRT), a team composed of economic development organizations and education, training and employment organizations. Rapid response services may be delivered at one-stop center sites or any other sites appropriate to the needs of the employer or employee.

2. Describe the process for selection and designation of the one stop operator.

The Chief Elected Officials and the Rogue Workforce Partnership designated The Job Council as the One-Stop Operator through a process developed in close collaboration with the Oregon Department of Community Colleges and Workforce Development. As part of a governance realignment process in 2010, the Rogue Workforce partnership reorganized and clarified its relationship with The Job Council. A new staffing, One-Stop Operator and fiscal and administrative agreement was put in to place and approved by the Chief Elected Officials and the Rogue Workforce Partnership. In support of Region 8's administrative realignment under the Workforce Investment Act regarding 20 CFR 661.310(a) and 662.410(c), we received approval from the Governor to enter into this governance arrangement in May 2010.

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

The local board will ensure the continuous improvement of eligible providers of services through the system by:

- First, embracing the core philosophy, disciplines and tools of learning organizations¹ and a learning community. We will explore and make explicit our shared mental models, engage in team learning and dialogue, and employ systems thinking tools to find leverage points, challenge our assumptions and conventional wisdoms and create opportunities for innovation and find new creative ways to continuously improve training services and solve the complex workforce training and preparation issues before us. We will be driven by the core belief that continuous improvement is about learning; and that all learning comes from reflection.
- We will continually engage employers, eligible training providers and system customers in individual confers, small and large group dialogue, and focus groups to gather input on the customer satisfaction, quality of training, skill/proficiency gains and real and perceived return on investment (ROI).
- We will work to develop and refine our tools and systems for data gathering, performance management, storytelling and customer/employer satisfaction, in order to provide eligible

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¹ See The Fifth Discipline and The Fifth Discipline Fieldbook, Peter Senge, et.al.

training providers, employers and trainees/customers real time and continuous feedback on the quality and ROI of training offerings.

- In partnership with the State and other LIWIB's, we will continue to develop and refine our performance measurement/management system on the performance of both the One-Stop Centers/system and eligible training providers. This will include (hopefully) the eventual deployment of a longitudinal data system/warehouse linking One-Stop and training provider information to OED's wage data so that we can see the job placement results from training investments over time.
- Insure that we have an appropriate quality assurance and a minimum standards response systems in place. Currently the RWP presumes continuing eligibility of approved ETPL training providers until any circumstance develops in which the eligibility of the provider is questioned. Circumstances encountered that would qualify for this status would most likely be legal in nature, such as failure to deliver training as referred, or in circumstances where there has been misrepresentation of the training program, or fraud. Under the state's current waiver of subsequent eligibility with DOL, the RWP has not determined any sort of minimal placement rate or performance level needed by eligible training providers to gain continuing eligibility on the ETPL. The RWP does obtain training program cost information that is reviewed by RWP staff and community people assigned to the review of initial applications.

RWP staff forwards RWP approved ETPL applications to the state for inclusion on the statewide list. Local WIA program operators download regional eligible training provider lists to utilize in WIA training provider selection. Currently there are no set procedures regarding consultation with CCWD regarding termination of an eligible provider. The RWP will communicate with its WIA program operator the expectation that the operator will indicate when they no longer plan to use any specific training provider on the ETPL list. If the reason for no longer using the training provider is either inaccurate information provided or instances in which the training provider has violated the WIA law, then RWP staff will engage/consult the appropriate CCWD staff regarding the removal of the training provider from the ETPL list.

and ensure that those service providers meet the employment needs of local employers and participants by establishing local performance measures and One-Stop reporting that assesses those areas. Customer satisfaction sampling for both participants and employers is a key portion of that effort.

Currently the RWP presumes continuing eligibility of approved ETPL training providers until any circumstance develops in which the eligibility of the provider is questioned. Circumstances encountered that would qualify for this status would most likely be legal in nature, such as failure to deliver training as referred, or in circumstances where there has been misrepresentation of the training program, or fraud. Under the state's current waiver of subsequent eligibility with DOL, the RWP has not determined any sort of minimal placement rate or performance level needed by eligible training providers to gain continuing eligibility on the ETPL. The RWP does obtain training program cost information that is reviewed by RWP staff and community people assigned to the review of initial applications.

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

The RWP ensures that the employment needs of local employers and participants are met in the following ways:

- The RWP is led by employers from the private sector, and it who provides over-sight and guidance regarding on the delivery of employment and training services by partners and training service providers.
- Business leaders and local economic development professionals provide feedback regarding skills training successes, issues/deficiencies, expectations and needs.
- WIB business leaders provide regular feedback on the RWP's PowerUp Academy training offerings. Each training is evaluated by participants and business leaders are routinely interviewed for quality and product offerings.
- The RWP intends to create a more robust system through which employers will be able to provide more regular and honest feedback on quality of the training and preparation of job seekers by providers (see section 3 above on continuous improvement). This will include on-going customer satisfaction surveying/focus groups of both employers and participants and creating continual feedback mechanisms on performance outcomes, satisfaction and ROI for providers and other investment stakeholders.
- Focusing this oversight into the development, review, and ongoing work detailed in its strategic plan. See RWP Local Implementation Plan Section 1, Attachment #1.
- WIB members are briefed regularly on the RWP's PowerUp Academy's activities, class offerings, successes and business survey responses. For more extensive information on this WIB initiative, see <http://sopowerup.com>
- Local economic development professionals share direct feedback from interviews with business owners and principals regarding their employment needs and service use.
- Local and statewide Oregon Employment Department labor market research presentations are conducted in the WIB meetings.
- OneStop staff utilizes the University of Oregon's extensive Career Information System when assisting jobseekers.
- Layoff assistance and rapid response activities are provided for local employers.

Adult and Dislocated Worker employment and training activities in the local area are fairly comprehensive; however, there are needs to build the capacity of the workforce training system to deliver training to changing demographics. Generally, there are extensive system capacities associated with adult and dislocated worker access to intensive services, such as career planning, work readiness preparation, job search services, employment counseling, and other services. The local area, however, needs to build its capacity to deliver more affordable,

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smaller “chunks” of skill training associated with creating career pathways for entering local high-wage occupations much more quickly, and then delivering a more life-long learning approach to continued, smaller, measured skill training development to help advance current workers to higher paying positions in their respective career pathways. The current demographic trends indicate that more local people need to be making a living while they take steps to improve their self-sufficiency. This means that community colleges and other private and public education and training service providers need to package training more often at hours and days that will allow current workers to access these offerings.

The RWP ensures that the employment needs of local employers and participants are met in the following ways:

The RWP is led by employers from the private sector, and it provides oversight and guidance regarding the delivery of employment services by partners and service providers. Focusing this oversight into the development, review, and ongoing work detailed in its strategic plan. See RWP Local Implementation Plan Section 4, Attachment #1.

WIB members are briefed regularly on the RWP’s PowerUp Academy’s activities, class offerings, successes and business survey responses. For more extensive information on this WIB initiative, see <http://sopowerup.com>

Local economic development professionals share direct feedback from interviews with business owners and principals regarding their employment needs and service use.

Local and statewide Oregon Employment Department labor market research presentations are conducted in the WIB meetings.

OneStop staff utilizes the University of Oregon’s extensive Career Information System when assisting jobseekers.

Layoff assistance and rapid response activities are provided for local employers.

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.

Employment and Training services are delivered to participants who have met pre-determined eligibility criteria and are enrolled in a program or multiple programs. Services may include financial assistance for or direct delivery of training, including but not limited to occupational skills training, skills upgrading, and re-training. Training may take place in an academic setting or may be employer based, including classroom training, paid work experience, internship, On-the-Job Training (OJT), or customized training.

The local board reviews and assesses employment and training activities in the local area including continuous improvement of eligible training providers to ensure that those service providers meet the employment needs of local employers and participants. The local ITA system is described in Section K – Description of Local Individual Training Account (ITA) System and Procedures, including ensuring that exceptions to the use of ITAs are justified.

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, TANF clients and others with barriers to employment, by site.

Customers access core, intensive and training services as follows:

Partners with available resources have agreed to be responsible for the provision of “Core A” (self-assisted information) services which include labor market information, job vacancies, skills needed for jobs, demand occupations, regional UI call center access, and support services availability at their sites. The bulk of this service will be accessed via the computer or through other on-site information sources. They will provide program performance and one stop

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system performance when that information is available. "Core B" (staff assisted) services will include outreach/intake/orientation, Workforce Investment Act eligibility, initial assessment, job search/placement assistance, assistance in determining welfare to work eligibility and financial aid eligibility. These services will be provided through a cadre of staff who are present at the center to conduct group workshops, individualized services, or value-added referrals. Individuals who are not able to secure employment through Core Services, and are assessed as needing intensive services, will be referred to the WIA Program Operator for enrollment in Intensive Services or to other appropriate organizations for assistance. Individuals who are still unable to secure employment after receiving intensive services, and are assessed as needing training services, along with information about certified training providers and assistance in accessing the chosen training. Follow up Case Management services will continue throughout training and assistance in securing and retaining employment.

Non- and limited-English speakers have access to bi-lingual staff at the One Stop center and affiliate sites to access services. Rogue Community College offers English as a Second Language training which is often used as one of the first steps for limited- and non-English speaking applicants. People with disabilities are aided by the representative for the One Stop system to help those individuals understand many of the various alternatives for disabled individuals in the system and the process that access to those services requires. TANF clients are supported by the integration of workforce services at One Stop sites. TANF clients are served side by side with WIA clients for core and intensive services at affiliate One Stop and the One Stop center sites.

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.*

The RWP has determined that Title 1 funds are limited for adult employment and training activities. The process criteria used to make this decision took into consideration the current environment of declining resources, a reduction in Title 1B funds of over 40% in the past five years, and a resulting reduction in funds available to support the most cost intensive and training services. The RWP currently sets Individual Training Account limits at \$2,500 and two years in length, but the resource limitation may be adjusted based on resource availability.

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.*

The RWP adopted a policy (See Attachment # 7) to apply priority for WIA services as follows: In the event funds allocated to the RWP Workforce Investment Area for adult employment and training activities are limited, the RWP policy is for intensive and training services to be prioritized as follows:

- Veterans and their eligible spouses
- Recipients of public assistance and other low income individuals who are at or below 70% of the Federal Lower Living Standard Income Level (LLSIL)
- Individuals seeking assistance through the WorkSource Oregon system that are not self-sufficient as defined by the OWIB Self-Sufficiency Policy.

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

Non-English speakers will have access to bilingual staff at the One Stop center and affiliate sites. Bilingual staff will support the access of non-English speaking individuals to workforce services and training options available in the community.

A community program, such as the Listo program, which is operated by the Southern Oregon Education Service District, is a program that involves the whole Latino family in English as a Second Language curriculum. This particular approach has proven to be very successful when considering the needs of Non-English speaking individuals.

b) People with disabilities

Persons with disabilities will be served at the One Stop center and affiliate sites with the assistance of a representative of the one stop system to aid understanding of opportunities for services and generally understanding how programs for disabled populations process clients. In particular the current WIA Title IB program operator has a long-standing coordinated working relationship with organizations serving people with disabilities, such as the Vocational Rehabilitation Division and Goodwill Industries. Several mutual clients are case managed on a cooperative basis.

c) People with low basic skills

People with low basic skills have access to basic education/GED training at Rogue Community College. Partners are also working to develop appropriate basic education services to support the attainment of a NCRC. Basic education services are also a key component of The Job Council's Youthbuild model of program services to youth. Youth client's progress toward GED and high school diplomas while gaining work experience and occupational skills in forestry, construction, medical and other occupations.

d) Migrant and seasonal farm workers

Non-English speakers will have access to bilingual staff at the One Stop center and affiliate sites. Bilingual staff will support the access of non-English speaking individuals to workforce services and training options available in the community.

A community program, such as the Listo program, which is operated by the Southern Oregon Education Service District, is a program that involves the whole Latino family in English as a Second Language curriculum. This particular approach has proven to be very successful when considering the needs of Non-English speaking individuals.

Migrant and seasonal farm workers 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 mainline governmental and non-profit organizations for services, transient presence in the community, and cultural distance from traditional service delivery mechanisms. To overcome these barriers, the workforce system will assure that service delivery mechanisms do not assume that farm worker customers can receive services through self-service methods that screening processes identify those farm workers who may need personal attention, and that personal assistance in accessing services is provided as appropriate. Close coordination between OED and other Title 1 providers assure that farm worker customers have equitable access to and receipt of core, intensive and training services, and that special funds for farm workers serve to supplement, and not supplant, farm worker access to non-target funded services.

Outreach marketing to the job seeker community will be conducted in both English and Spanish and include marketing designed to reach the more marginally present migrant farm worker population. Employer marketing will occur to the agricultural employer community. Appropriate job retention and training services leading to more permanent and positive employment, both out of and within agriculture, will be developed.

e) TANF clients

The Job Council is one of the DHS- JOBS/TANF service delivery contractors, DHS clients are integrated into the Grants Pass WSO Center and the WSO-TJC Site. TANF/JOBS partners (DHS, TJC and Southern Oregon Goodwill Industries) meet regularly to coordinate this program. These same partners also meet as part of the RWP's Workforce and Education Partners Subcommittee to coordinate the TANF/JOBS program within the broader milieu of systems integration. Program improvement/design conversations are actively underway to develop ways to integrate TANF/JOBS clients into the flow of our NCRC and skill development initiative.

f) Other Populations targeted by the LWIB

The Office of Vocational Rehabilitation Services and Easter Seals (Veterans Homeless Reintegration) are planning to send clients to the WSO One-Stop Center/Sites for services, particularly the Initial Skills Review and NCRC. Other partners are also considering similar integration strategies. The new location of The Job Council's WorkSource Oregon One-Stop Center in Medford is directly located across the RCC/SOU – Higher Education Center positions us to partner and provide expanded workforce resources to RCC and SOUT students and alumni.

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,*

Job seekers and job seeker service providers are continually re-engaged with services and connected to labor exchange services through continual outreach and reconnection with staff of the WSO One-Stop Center/Sites and system partners. Staff provides on-going support, career path and job information, and coaching to clients in support of their job/career search and skill development activities. Workshops are provided and continually being updated and improved. A JobNet workshop provides clients with a group setting to share job leads, improve resume, interviewing and job search techniques and otherwise support clients.

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

Regular Job Seeker/Employer Forums are held so that job/career seekers can hear directly from employers are their needs, requirements and opportunities. These events are very well attended and are continually being refined to inspire, inform and catalyze new ways for job/career seekers to improve their strategies to gain employment and develop skills.

b) *Describe how employers are:*

i. *Engaged and continually re-engaged with services, and connected to the WSO system*

We are continually outreaching and coordinating with employers on our services, and most importantly to help them solve their most important workforce priorities. Our

business outreach efforts includes coordinated outreach with our economic development partners and is lead by our WIB's signature PowerUp Academy training program for incumbent workers (managed through Rogue Community College). The PowerUp Academy keeps us in constant contact with employer training needs, and provides natural opportunities to keep business leaders re-engaged with our services and the WSO system.

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

See answer to b) i. above.

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

Barriers to service delivery for job seekers include:

- Transportation - In Region 8, has fundamental structural limitations due to the region's rural nature and public transportation limitations. As a means to overcome the destination aspect of the transportation barrier in Jackson County, the WIB recently authorized The Job Council to relocate its OneStop Center into the Medford downtown core area. This placed it within a short walk from the City/County public transportation bus hub.

Moving service delivery into the downtown core also provides jobseekers closer proximity to other partner services. Those include the Office of Vocational Rehabilitation, Oregon Employment Department, Rogue Community College, Southern Oregon University, Easter Seals Veterans services, Planned Parenthood and the Medford Public Library.

- Other critical supportive services - Clients in need of basic support service (food, housing, child care, etc.) are referred to other social service and public assistance support agencies.

- Lack of a integrated statewide data warehouse and the financial resources/capacity to utilize that comprehensive data set with businesses and job seeking customers - Region 8 is working with State and other regional partners to help support the development of a fully integrated statewide data warehouse. Our local board also continues to invest in staff capacity to mine performance and labor market data in an effort to create greater value offerings to both businesses and job seekers. Finally, our local board and County Commissioners continue to advocate for key OED labor market economist staff to be co-located at the Business One-Stop with SOREDI, RWP and Regional Solutions Center staff.

~~transportation, and other critical supportive services. Barriers to services for employers include lack of general information regarding community workforce and economic development services. Lack of a fully integrated statewide "data warehouse" and the financial resources/capacity to utilize that comprehensive data set with businesses and job seeking customers, is a fundamental barrier.~~

In Region 8, access to public transportation has fundamental structural limitations. As a means to overcome the destination aspect of the transportation barrier in Jackson County, the WIB recently authorized The Job Council to relocate its OneStop Center into the Medford downtown core area. This placed it within a short walk from the City/County public transportation bus hub.

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Moving service delivery into the downtown core also provides jobseekers closer proximity to other partner services. Those include the Office of Vocational Rehabilitation, Oregon Employment Department, Rogue Community College, Southern Oregon University, Easter Seals Veterans services, Planned Parenthood and the Medford Public Library.

Business customers are now served in the Medford downtown core area in the new integrated Business OneStop. Southern Oregon Regional Economic Development, Inc., the Governor's Regional Solutions Center, Southern Oregon Visitors Association, and The Job Council's business representatives are all housed at this new site. Additional space is also available for representatives from other key business development entities at this site. Lack of a fully integrated statewide "data warehouse" and the financial resources/capacity to utilize that comprehensive data set with businesses and job seeking customers, is a fundamental barrier.

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

The RWP plans to build and sustain business relationships by developing working relationships with businesses. Developing a working relationship means that there is concentrated time to interact with the business and accurately identify business needs, followed by tailoring the service response to the identified needs. Then there is "service after the sale" to get feedback from the customer and continuously improve the services from the feedback. The RWP and workforce partners will be a part of this service process.

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

The RWP and local partners are committed to involving business in the design and improvement of business services. As an example, the Rogue Community College-led Career Pathways effort will have around 10 local manufacturing and traded sector business representatives providing input on how new career pathways are developed. There will be business participation on RWP committees where services to businesses are a part of the charge of the particular committee.

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

The RWP enhances services to job seekers by being at the forefront of workforce and education system transformation efforts. Our goal is lead our region's to fundamentally realign education (K-12 and post-secondary) and workforce services so that a seamless system of career exploration, assessment (NCRC), skills development and career pathway progression is clear, accessible and navigable by all emerging, transitional and incumbent workers.

Through continual innovation and program performance monitoring we will enhance services to all job/career seekers.

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

The One Stop center and affiliate sites have resource rooms where all job seekers can access the OED labor exchange web site listing job availability. Other workforce partner

sites have knowledge of that access and can facilitate the access of any interested person to the OED labor exchange site.

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

The apprenticeship community is represented on the RWP by International Brotherhood of Electrical Workers, the Crater Lake Electricians Joint Apprenticeship Training Partnership and the Bureau of Labor and Industries representatives. Information on apprenticeship opportunities will be made available to job seekers at the One Stop Center and Affiliate Sites.

- 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.*

Workforce and Education System Partners are continually identifying strategies to streamline and eliminate duplication of services. The RWP Strategic Plan's focus on systems innovation is enhancing these efforts to a next higher level of efficiency and effectiveness.

- 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 LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.*

Wagner-Peyser services are currently recognized as the labor exchange services at the One Stop center and affiliate sites in the local One Stop system.

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

In June 2011, RWP/Job Council leadership convened a partnership meeting that brought together:

- ▶ Southern Oregon University - President and Chief of Staff
- ▶ Rogue Community College - President
- ▶ Oregon Employment Department (OED) - Regional Managers
- ▶ Governor's Regional Solution Center - Regional Coordinator
- ▶ Southern Oregon Regional Economic Development, Inc. - Executive Director
- ▶ Sustainable Valley Technology Group (business incubator) - Executive Director
- ▶ Rogue Workforce Partnership / The Job Council - Executive Director
- ▶ Medford Fabrication - CEO
- ▶ Avista Utilities - Regional Representative

The purpose of the meeting was to explore ideas and opportunities for creating a more seamless extended "campus" that would dovetail with existing higher education partnership between RCC and SOU in downtown Medford. The concept was to create an integrated WSO One-Stop Center (co-housing staff from The Job Council and OED) within close walking distance and proximity to the RCC/SOU Higher Education Center and to also have close by an integrated Business Services One-Stop Center (co-housing staff from SOREDI, Regional Solutions Center, Sustainable Valley Technology Group, Small Business Development Center, OED Regional Economist and RWP/Job Council business services). The goal was to create a seamless, demand driven partnership connection between our region's business services and economic development capacities and our higher education and workforce development partners - thus creating the positive pipeline flow amongst ourselves as

partners that we seek to create for our common customers as they transition from higher education and workforce services to actually jobs and successful careers.

Since the RWP/Job Council, SOREDI, and Governor's Regional Solutions Center were already co-located and searching for better and more cost effective accommodations, partners agreed that the RWP/Job Council would continue to take to lead in searching for a downtown facilities set of options that would meet the needs for these partners. Partners also recognized that co-location with appropriate OED staff would have its own set of challenges; given the fact that OED owned their current facility.

After a comprehensive search and extensive negotiations and planning, a suitable set of facilities was found. The Job Council is now just completing its move into a WSO facility that happens to be directly across the street from the RCC/SOU - Higher Education Center at 35 S. Bartlett Street. Space accommodations at this site are such that with an expansion of classroom capacity (either at the HEC or other nearby spaces) OED One-Stop staff could be accommodated in this new facility. In addition, Business Services partners were able to find a location less than two and one-half blocks away at 100 E. Main Street, to accommodate an integrated Business Services Center.

In May 2012, at the request of the Governor's Regional Solutions Center Coordinator, RWP/Job Council leadership created a concept paper outlining the co-location proposal. Since this time, leaders from OED and the Governor's Regional Solutions Center have met to identify next steps in pursuing OED co-location options. The Governor was briefed on this project at a recent Regional Solutions Center at the RCC/SOU - Higher Education Center by Jackson County Commissioner Chair Don Skundrick. This workforce partnership resource alignment effort is one of the project priorities for the Southern Oregon Regional Solutions Center. Oregon's Chief Operating Officer, Michael Jordon was also briefed and given a site tour of the facilities earlier this year. The Governor's Office and Regional Solutions Center are working closely with leaders from OED to see if a cost effective solution can be created to allow for OED co-location. These coordination efforts are actively underway. The concept paper and associated briefing document can be found in Attachment #8.

In the meantime, WSO One-Stop Center operating partners (OED and The Job Council) are continuing to meet on a regular basis to find ways to begin an enhanced integrated service experience to our clients, even as we await the outcome of co-location efforts. A joint staff swapping strategy is actively under discussion, now that facility relocation priorities are now beginning to subside to normal for The Job Council.

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.*

Customers engaging The WorkSource Oregon (WSO) center have access to the "Welcome Process Checklist" (See Attachment #9) to assist them in navigating the workforce services. The checklist is utilized to ensure consistency in registration and service delivery among all customers to the greatest extent possible, in addition to providing a guided procedural outline that allows the job-seeker an awareness of what they may expect during the course of their visit to the center. At the reception/resource station, WSO employees explain to each new customer the steps outlined in the checklist, including completion of a thorough registration in WOMIS/iMatchSkills, effective job matching techniques, and the follow up [debrief meeting](#)[Pivot Point conversation meeting](#). All identifying Veterans receive priority of service for WSO services. [At the debrief session](#)[During the Pivot Point conversation](#), a variety of topics are

discussed with the job-seeker, dependent upon their individual work search needs, as is determined by WSO staff in the course of this desk-side meeting. These are as follows:

- An overview of various WIA services is provided. Should these services be applicable to the customer's specific needs, a WSO employee will take the necessary steps to initiate scheduling in the appropriate orientation session.
- Review of completed IMatchSkills profile and discussion with client regarding how to achieve optimal results when utilizing this system.
- An introduction to the Initial Skills Review (ISR) is provided to all customers. WSO continues to promote ISR as a basic skills assessment and gateway to the National Career Readiness Certificate, which is requested by many of our local businesses. WSO staff provide detailed instruction as to how the ISR may be accessed, and how to successfully navigate this online assessment.

Customers are informed about the National Career Readiness Certificate (NCRC) testing schedule and the benefits of the assessment in work search or employment preparation.

- Any job-seeker indicating that they may not be an ideal candidate to participate in either of the previously mentioned assessments (ISR/NCRC) as a result of a lack of adult basic skills is provided information on resources that may be of assistance to them in overcoming these educational barriers to employment.
 - A discussion is held with customers to determine if they require any assistance in meeting their survival needs (food, clothing, housing, etc.) during their search for employment. For those customers who are interested, WSO employees provide information on local resources which may be of use to them in helping meet these needs, thereby helping to mitigate these concerns as barriers which may further impede the client's ongoing attempts to gain employment.
 - Customers are also made aware of other local resources that may be of assistance depending upon their unique circumstances (such as Rogue Community College, the Bureau of Labor and Industry, the Department of Human Services/Vocational Rehabilitation, etc.) This also includes introduction to and an overview of various online resources (such as internet based work search websites, and the use of QualityInfo.org for example) to maximize the effectiveness of their internet based work search efforts.
 - WSO staff summarizes the topics of discussion with the job-seeker, and establishes next steps in the customer's search for viable employment.
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.*

The design of the customer intake process will promote continuous engagement with the WSO, either through use of our resource and lobby computers, one-on-one job screening and referral process, desk-side career counseling services, and individualized skill enhancement in the form of workshops offered at the center. All services provided by the WSO center are recorded in each customer's profile, including placement information.

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.*

Service Gaps

1. Key service gaps in Region 8 include a perception and experience by business that the work readiness skills of job applicants, and to an extent current workers, are deficient in foundational, industry specific and occupation specific skills. The workforce system is currently directing attention to this gap.
2. Region 8 needs to build its capacity to deliver training that is concise, and takes into account the needs of already-employed people to access upgraded training in a convenient way. Region 8 also needs to tailor this concise training to business-driven needs. This Local Unifying Plan sets a course to respond to this gap.
3. Support services are an important gap in Region 8. As resources decline, the ability of programs to provide support services has diminished significantly. Coordination and collaboration with sources for support services are essential in the current environment.
4. Services to the most remote areas of Jackson and Josephine Counties are also a gap. As funding declines, programs must consolidate, and that typically means that offices in more remote areas with lower overall service numbers are the first to go. The role of internet access to services has to be elevated in light of this gap.
5. Ever rising costs of training places pressure on access to training, creating more of a barrier to solving workforce skills issues.

F. STRENGTHS AND IMPROVEMENT OPPORTUNITIES

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.

Strengths and Improvement Opportunities

The RWP is committed to the new demand-driven strategies outlined in this Local Plan. New strategies are never perfect at the outset and the RWP understands that implementing this plan is just a beginning. The RWP will evaluate the initial service and training efforts contained in this plan, and will commit to evaluating the feedback and results of those initial efforts over the time period of this plan. The RWP will learn from mistakes made in the initial efforts, and will modify tactics as the particular situation requires. What is believed, however, is that becoming more demand-driven in one's workforce system design will produce much more cost-effective results for employers. Given that the local workforce system will be a mixture of supply-driven and demand-driven efforts, it will be possible to study the input/outputs of each style of service delivery to evaluate the relative effectiveness of investments made in each style.

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.*

Attachment B summarizes estimates of resources dedicated to achieving the goals in this plan.

H. PERFORMANCE OUTCOMES AND NEGOTIATIONS

1. Please include using the format in **ATTACHMENT E** your performance targets.

Attachment E summarizes Region 8's goals with regard to the system-wide performance measures of the PRISM. Goals have been set after reviewing past reports for the region and taking into account any trends perceived in those reports.

- a) **ATTACHMENT E** must be (re) submitted following performance negotiations and plan modification reports.
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.

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

Workforce System

- Sufficient WIB resources to perform the system alignment work. We need funding for Workforce System Coordination, Convening, Planning and Evaluation.
- Support for the Role of WIBs as Leaders, Conveners, Planners, and Evaluators
- Allegiance/Commitment to the WorkSource Oregon Model and Comprehensive Workforce Planning

WorkSource Oregon

- Funding for Services
- Need encouragement from state leaders for co-location of partners. Facility ownership of OED One-Stop Affiliate site complicates the ability to move to a co-located facility.
- Assist in Defining Partner Roles and Commitment to Integrated Service Delivery
- Responsiveness to Plan Goals & Objectives
- Allegiance/Commitment to the WorkSource Oregon Model

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.

The entity responsible for the dispersal of grant funds as determined by the chief elected officials is the Rogue Workforce Partnership. The Rogue Workforce Partnership was selected and approved by the combined Board of County Commissioners from both Jackson and Josephine Counties. The Rogue Workforce Partnership is a non-profit organization. The Job Council serves as the fiscal and administrative agent for the Rogue Workforce Partnership and provides staff for the RWP. The Job Council is an ORS 190 intergovernmental organization formed by the Boards of County Commissioners of Jackson and Josephine Counties.

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

1. *Describe the local ITA system including:*

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

The WIA one-stop provider creates a training "marketplace" where customers are given decision-making power. Participants with approved ITAs have the responsibility to shop for a training provider that they feel would best meet their needs. Customers who have completed the integrated welcome process and seek training complete an informational orientation and training options workshop to receive ITA information. Customers complete a training request packet which requires labor market research, training provider options, financial/budget, and employment goals. The customer is assigned to work with an Employment Specialist or Career Navigator who will provide career coaching to assist the customer in the self-informed choice.

A Priority of Service policy (see attachment #7) is used when training service funding is limited. Veterans and low-income populations receive first priority.

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

Customers who seek training services, and are eligible, receive a personalized career coaching appointment with an Employment Specialist. The ITA customer request is reviewed to evaluate the alignment with the list of eligible training providers. Upon such selection, the Employment Specialist will refer customer to the eligible provider of training services and arrange for ITA payment(s).

c) *How payments from ITAs will be made.*

The ITA payments are made through a Purchase Order process. The assigned Employment Specialist will complete a Purchase Order Request for the approved training provider and submit such request to the finance department for payments.

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

Short-term training through ITA's are supported for up to one year of training that will result in employment. ITA's are supported for up to \$2,500. Some training may exceed the one year guideline depending on levels of customer remediation required during the training.

The ITA system and procedures will be reviewed by the RWP, including reviewing performance-based criteria for certification of training providers. The board will develop a report with verifiable information on training provider costs and performance outcomes. The board will provide one-stop customers with the training reports so that customers will be able to make informed training choices.

- d) *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?*

Reduction in Title 1B funds may result in less funding available for ITA's. Customers continue to receive the same information on eligible training providers to make a choice in training.

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;*

Customers include their training provider request in the training plan proposal packet. If a training provider is identified that is not on the eligible training provider list, the Employment Specialist will evaluate and submit an exception request to the one-stop director and advocate for the customer if the request supports employment viability. The Employment Specialist will identify the reasons to support an exception (i.e. insufficient number of eligible providers in the local area, etc.).

- 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;*

ITA exception procedures and policies will be reviewed with RWP. The WIA one-stop provider supports on-the-job training provided by an employer or customized training. The RWP will develop systems to determine training effectiveness for providers on ITA including:

1. Completion rates for individuals participating in the program;
2. Percent of individuals who obtain unsubsidized employment; and
3. Wages at placement.

- 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;*

~~A policy needs to be developed by RWP for this process.~~

The local board has not determined that there are an insufficient number of eligible providers in the LWIA.

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

The RWP approved an On-The-Job Training policy establishing minimum level of effectiveness for training services provided by employer. The OJT policy requires all OJT contracts to meet a minimum of 30 hours a week and at least \$10.00 an hour pay for OJT contracts.

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RWP reviews all requests for customized training programs by community-based or private organizations to serve special participant populations.

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. (See Procurement of Goods and Services Policy – Attachment # 10))*

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;*

Collaboration occurs at the local level utilizing the member organizations of the Region 8 - Business Resource Team (BRT). Membership includes, but is not limited to the Oregon Employment Department, The Job Council, Rogue Community College, Southern Oregon University, Southern Oregon Regional Economic Development (SORED), and the Consumer Credit Counseling agencies from both counties.

The Region 8 Dislocated Worker Liaison (DLW) works closely with the State CCWD Dislocated Worker Unit staff to communicate Rapid Response events; provide reports of employer contact, and they attend the Quarterly DWL meetings that are convened by the Dislocated Worker Unit staff. The DWL is also The Job Council's staff person to coordinate and quickly mobilize the BRT members who provide the on-site rapid response sessions
 - b) *How core services are integrated as part of rapid response assistance, and how delivery on site will be implemented;*

Whenever possible, all workers affected by known dislocations will be offered the opportunity for an onsite pre-lay off presentation of the integrated services available through the OneStop and other services provided by members of the BRT. In certain instances, employers may limit that activity, and Rapid Response informational packets covering the same information are made available to the employer to distribute to the affected employees. Both methods describe in detail how to access core services. In the event of a WARN situation, more extensive service offerings are discussed with the employer.
 - c) *How timely decisions will be made to request additional funding through such resources as National Emergency Grants and additional assistance projects.*

Decisions regarding the timely application for National Emergency Grants or Additional Assistance funding will be made utilizing programmatic input from the WIA Adult/Dislocated Worker Program Director, the Finance Department Manager and with oversight from The Job Council's Executive Team.

[Immediately following these initial local steps, the CCWD Dislocated Worker Unit staff will be engaged to determine if use of NEG and Additional Assistance funding is appropriate to the particular situation.](#)

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:*

The Job Council Youth Program applies a resiliency based framework called the Circle of Courage to support youth success. This approach encompasses four core values or vital signs for healthy growth and development: sense of belonging, mastery, independence and generosity. Circle of Courage focuses on strengths and building positive relationships as the foundation in work with youth. All TJC staff and partner staff are trained in the Circle of Courage model and create an environment where youth feel a connection and sense of belonging. This supports their ability to master their goals, move towards independence and ultimately, give back to the community through generosity. Strategies below are incorporated within this framework.

- a) *Preparation for postsecondary educational opportunities;*

Youth are offered assessments to determine their needs for obtaining their high school diploma, GED completion and/or postsecondary education. Through the academic component of the program, the youth receive the education and support needed to help them achieve their goals. Youth have the opportunity to also tour college campuses, Youth Staff assist with applications and financial aid paperwork and the Youthbuild USA AmeriCorps program provides service opportunities to earn educational stipends for college. Youth form cohorts specific to their interest, which builds the Circle of Courage vital sign of Sense of Belonging.

- b) *Strong linkages between academic and occupational learning;*

Youth attend academic classes and also work in their chosen field throughout the course of the program. Using the crew model, youth choose from different career pathways that interest them, specifically forestry or health care, and apply the academics learned in the class room in the field. They alternate between class room and field work, which supports kinesthetic learning through application of the lessons, and builds the vital sign of Mastery. In forestry, they are working on environmental projects assigned by partners including Bureau of Land Management, USFS, Rogue Valley Council of Governments and Applegate Watershed Council. In health care, along with work on their GED, they also receive training and certificates in Care giving, Certified Nursing Assistant and Certified Medical Assistant. Youth participants are also provided internships in assisted living facilities and other health care partner organizations, as well as tours in the industry.

- c) *Preparation for unsubsidized employment opportunities; and*

Our partnerships, tours, internships and crew projects prepare youth for unsubsidized employment opportunities, which demonstrates the Circle of Courage vital sign of Independence. Youth have opportunities for employment at BLM, Health Care Field, USFS, Lomakatsi and other Forestry related and health care related organizations. Through the internships and crew work, they are consistently learning about the field and strengthening their understanding and mastery in their chosen career pathway.

- d) *Effective linkages with intermediaries with strong employer connections.*

Our partnerships link us to strong employer connections. The forestry crews, successful completion of projects, internships and successful placements of youth in the health care field strengthen our connections and increase the advocacy for employing youth who have come through our programs. Additionally, the service component increases our linkages as

youth volunteers at community organizations as well as demonstrates the vital sign of Generosity.

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

TJC youth programs include each of the ten program elements. An Employment Specialist determines what specific program service is needed based on each participant's objective assessment and individual service strategy.

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

TJC partners with all school districts and offers on-site educational services through a partnership with Rogue Community College.

b) *Alternative secondary school offerings;*

TJC provides on-site services in partnership with Rogue Community College. TJC also coordinates secondary school offerings with other schools and youth organizations depending on client needs and choices

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

TJC operates limited summer employment opportunities in partnership with schools and many community partners. The Job Council pursues summer grants through Oregon Youth Conservation Corps to provide summer youth training crews in Jackson and Josephine County. The crews work on projects in the state and local park system, which fosters skills such as team building, communication, collaboration and builds environmental stewardship for public land.

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

TJC also coordinates opportunities with schools, DHS, Vocational Rehabilitation and other youth service providers. TJC also offers stipend-based training crews (e.g., forestry, construction, medical careers exploration). The stipend based programs are focused on training and coupled with classroom and other academic/learning activities.

e) *Occupational skill training;*

TJC refers appropriate youth to training providers to obtain short-term training opportunities if supported by assessment and individual service strategy.

[Training providers for Occupational Skills Training and other related youth training experiences include: Rogue Community College, Abdill Career College, Rogue Valley Phlebotomy School, contracted CNA training, OSHA 10 Safety Training, Green Building certification training, S212 Wildland Firefighter Chainsaw course, and First/Aid CPR training.](#)

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

TJC provides on-site leadership development opportunities for youth including work ethics, money management, communications, etc. Also, TJC has strong partnerships with Oregon State Service Corps, and YouthBuild USA AmeriCorps Educational Program to provide enhanced services through AmeriCorps programs. AmeriCorps members provide enhanced educational, leadership, community and life skills services. TJC may also refer youth to

other community leadership programs as appropriate. The Youth Program has formed a Youth Policy Council that provides leadership opportunities for youth in the program; they lend their voices to policy and program development.

g) Supportive services;

TJC employment specialists evaluate youth supportive service needs, leverage resources with other organizations, and determine client's ability to contribute.

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

TJC coordinates services with youth who have mentorship relationships established and is able to refer to other community partners for mentoring services. Many of our youth services provide youth a positive relationship with a caring adult (e.g., staff, supervisors, crew leaders, etc.).

i) Follow-up services; and

TJC Youth employment specialist, Program Specialist or Assistant Program Associate complete all youth follow up contacts. A minimum of quarterly contacts are made with out-of-school youth unless more intensive services are requested by employment specialist. Summer follow-ups are less intensive.

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

TJC employment specialists evaluate client needs for comprehensive guidance and counseling to make appropriate community referrals. TJC employment specialists may also use TJC Independent Contractors to provide services such as counseling, learning disability evaluation, mediation services and other guidance. TJC provides on-site drug and alcohol counseling in both counties supported by grants, WIA youth, and other funding

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.*

At any time that modifications or changes are made to Attachment E Budget, Participant and Performance Plan, they will be taken to the Rogue Workforce Partnership for approval.

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 I-B sub recipients, 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 sub recipient, 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*

Not applicable

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.*

Not applicable

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

The Job Council's Administrative Policy ADM 1-95 – Program and Pre-Employment Inquiries Under the American with Disabilities Act (ADA) – See Attachment #11

The Job Council's Administrative Policy ADM 3-94 – Workplace Diversity – See Attachment #12

R. MEMORANDUM OF UNDERSTANDING AND ATTACHMENTS

1. *Please attach your LWIA's Memorandum of Understanding as **ATTACHMENT F**.*

(See attachment F)

S. RESOURCE SHARING AGREEMENT

1. *Please attach your LWIA's Resource Sharing Agreement as **ATTACHMENT G**.*

(see attachment G)

T. WIA TITLE I-B ASSURANCES AND DISCLOSURE OF LOBBYING ACTIVITIES

1. **ATTACHMENT H**

V. WIA TITLE I-B STATEMENT OF CONCURRENCE

1. *Please submit completed and signed Statement of Concurrence as **ATTACHMENT I**.*

W. WIA Title I-B Partners Statement of Agreement

1. *Please submit the completed and signed Partners Statement of Agreement as **ATTACHMENT J**.*

X. LOCAL WORKFORCE INVESTMENT BOARD RECERTIFICATION REQUEST

1. *Please submit the completed and signed Local Workforce Investment Board Recertification Request as **ATTACHMENT K***

ATTACHMENT A

Local Workforce Area/Region: 8

WorkSource Oregon Center/Affiliate Site: _____

Services	WIA Title 1B	WIA Title 1-D Vets	WIA Title II	WIA Title III	VR	DHS	Other
Eligibility Determination for WIA Title 1B Services	X						State
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system	X			X*			X
Initial Assessment of Skills	X		X	X*			X
Initial Assessment of Need for Support Services	X			X*			X
Referral to Unemployment Insurance	X		X	X*			
Labor Market Information	X		X	X*			X
Provide referral to TANF	X		X	X*			
Help access federal Financial Aid	X		X	X*			X
Job Search and Placement Assistance	X			X*			X
Career Exploration	X		X	X*			X
Provide Information on Availability of Support Services	X		X	X*			X
Performance Outcomes and Cost Information on Eligible Training Providers	X						
Tracking of Local Performance Measures	X		x	X*			X
Services to Veterans	X			X*			X
Business Engagement	X			X*			X
Claimant Reemployment				X*			
Migrant Seasonal Farm Worker (MSFW) Services				X*			
Reemployment Eligibility Assessment (REA)				X*			
Self-Employment Assistance (SEA)				X*			
WIA Title 1B Follow-up Services (after Exit)	X						
Intensive Services (indicate what service)							
Individual Employment Plan Development	X						X
Training Services (indicate what service)							X
Vocational Training, Tuition, books, fees, computer (\$500 cap) & internet for school							

Title V – Tuition, books, fees, computer from next step (non profit agreement) on the job training sites with stipend, specialized tutoring computer programs to earn certification in specialized areas. Job clubs and job interview coaching. OJE program for special employment needs.							X
Support Services (indicate what service)							
Child care & mileage for attending school							
Title V – eye glasses, work supplies after secured employment IE> work boot, head sets, computers, or other specific industry tools to get started on a new job. Additional school/training							X

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

*Funding from Jobs for Veterans Act Funds as amendment to Title 38

ATTACHMENT B

Local Workforce Area/Region: 8

WorkSource Oregon Center/Affiliate Site: _____

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 Title1-B, Wagner-Peyser and other workforce partner staffing and infrastructure costs, at a minimum.

Systems Investments (Current)

<i>One Stop Centers and Affiliate Sites (Identify by Location)</i>	<i>Infrastructure Costs includes: Rent, Utilities, Maintenance, Technology, Marketing, etc.</i>	<i>Personnel Costs</i>	<i>Services</i>		<i>Other</i>	<i>Total Costs</i>
			<i>Core</i>	<i>Intensive</i>		
Certified OneStop Center						
WSO Grants Pass						
Employment Dept.	* combined under WSO Medford Oregon Employment Department below				Training	*See Below
The Job Council/ WIA IB	\$161,927	\$428,942	(See infrastructure cost plus personnel)	(See infrastructure cost plus personnel)	\$131,668	\$ 722,537
JOBS	\$97,000	\$315,384				\$ 412,384
Affiliate Sites						
WSO Medford- The Job Council WIA IB	\$242,891	\$643,411	(See infrastructure cost plus personnel)	(See infrastructure cost plus personnel)	\$197,501	\$1,083,803
JOBS	\$123,454	\$401,397				\$524,851

***Oregon Employment Department Budgets are not currently separated by location. We have requested this breakout be done at its earliest possible convenience in order to update this attachment.
Total Staff Levels in FTEs (Current)**

<i>One Stop Centers and Affiliate Sites (Identify by Location)</i>	<i>WIA Core Services</i>			<i>WIA Intensive Services</i>			<i>Other</i>		
	<i>Wagner-Peyser Staff</i>	<i>WIA Title I-B Staff</i>	<i>Other Partners (identify)</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title I-B Staff</i>	<i>Other Partners (identify)</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title I-B Staff</i>	<i>Other Partners (identify)</i>
Certified OneStop Center									
WSO Grants Pass									
Employment Dept.	7.0						1.0		
The Job Council/WIA IB		.9538			3.4662				
The Job Council/JOBS									5.56
Affiliate Sites									
WSO Medford-The Job Council/WIA IB		.9538			8.7062			3.55	
WSO Medford-The Job Council/JOBS									6.65
WSO Medford-Oregon Employment Dept	13.0						2.0		

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

<i>Management/Administrative Staff (Identified by Partner, i.e., Wagner-Peyser, Title I-B, TANF, etc.)</i>	<i>Total FTEs</i>
Management Staff	5.46 (OED – 2 (1 ea office), TJC – 3.46)
Administrative Staff	3.55 (all TJC)
Total for the LWIA	9.01

ATTACHMENT C

Update: When potential impacts of budget changes at the Federal and State level are known, local areas will be asked to forecast investment needs using this form. We anticipate this to be sometime in January 2013.

Costs in Dollars (Planned over Next Two Years)

**Forecast for planning purposes only.*

<i>One Stop Centers and Affiliate Sites (Identify by Location)</i>	<i>Infrastructure Costs includes: Rent, Utilities, Maintenance, Technology, Marketing, etc.</i>	<i>Personnel Costs</i>	<i>Services</i>		<i>Other</i>	<i>Total Costs</i>
			<i>Core</i>	<i>Intensive</i>		

Staff Levels in FTEs (Planned over the Next Two Years)

**Forecast for planning purposes only.*

<i>One Stop Centers and Affiliate Sites (Identify by Location)</i>	<i>WIA Core Services</i>			<i>WIA Intensive Services</i>			<i>Other</i>		
	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other Partners (identify)</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other Partners (identify)</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other Partners (identify)</i>

PLEASE NOTE: ATTACHMENTS HAVE BEEN REVISED AND CONDENSED

ATTACHMENT D HAS BEEN DELETED

ATTACHMENT E

**WORKFORCE INVESTMENT ACT TITLE I-B
BUDGET, PARTICIPANT and PERFORMANCE PLAN for PY 12/PY13**

Service Categories	Projected Number of Participants Who Will Receive at Least One Staff-Assisted Service*	Participant Carry-In by Program Year (e.g. X# = PY 10; X# = PY 11)**	Funding Allocation	Indicator of Performance (TEGL 17-05)	LWIA Performance Target
Adults	2273	190	\$848,547	Entered Employment Rate	57.0% (45.6%)
				Retention Rate	80% (64%)
				Average Earnings	12,500 (10,000)
Dislocated Workers	2564	380	\$970,719	Entered Employment Rate	57% (45.6%)
				Retention Rate	80% (64%)
				Average Earnings	12,500 (10,000)
Youth	150	94	\$875,409	Placement in Employment or Education	70% (56.0%)
				Attainment of a Degree or Certificate	69.0% (55.2%)
				Literacy and Numeracy Gains	31.0% (24.8%)

PY 13- pending receipt of state performance targets from DOL for the local performance targets for Programs Year 2012 and 2013

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



MEMORANDUM OF UNDERSTANDING
PURSUANT TO THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)

OVERVIEW AND PURPOSE

This Memorandum of Understanding (MOU) will serve as an agreement between the Rogue Workforce Partnership (RWP) serving as the local Workforce Investment Board, and the Partners for Region 8's Workforce One-Stop System, Center, and Affiliate Sites serving Jackson and Josephine Counties, Oregon.

This Memorandum of Understanding contains the following sections:

- I. PARTIES TO THE AGREEMENT
- II. ONE-STOP WORKFORCE SYSTEM
- III. ONE-STOP WORKFORCE SYSTEM SERVICES
- IV. INTEGRATED REGISTRATION & REFERRAL PROCESS
- V. FUNDING
- VI. GENERAL TERMS AND CONDITIONS
- VII. ASSURANCES AND CERTIFICATIONS
- VIII. SIGNATURES
- IX. ATTACHMENTS (RESOURCE SHARING AGREEMENT)

I. PARTIES TO THE AGREEMENT:

- **Easter Seals**
- **Experience Works**, Title V Program Operator
- **Rogue Community College**
- **Rogue Workforce Partnership**
- **Southern Oregon Goodwill Industries**
- **State of Oregon - Bureau of Labor and Industries**,
- **State of Oregon - Commission for the Blind.**
- **State of Oregon - Department of Human Services**, Self Sufficiency Services, Service Delivery Area 8 (SDA 8)
- **State of Oregon - Department of Human Services**, Office of Vocational Rehabilitation, Service Delivery Area 8 (OVRS SDA 8)**State of Oregon - Employment Department The Job Council - WIA IB Service Provider, One-Stop Operator & Staff to the RWP**

▪ **U.S. Department of Veterans Affairs - Southern Oregon Rehabilitation Center & Clinics**

The Local Strategic Plan of 2013, which by this reference is hereby incorporated into and made a part of this MOU, states that the above named Partners have developed and are committed to implementing an integrated workforce development system in Jackson and Josephine Counties.

The partners agree to operate under the following principles:

- The current One-Stop service delivery model is a work in progress that will change over time to meet the needs of all its customers, while also fluctuating based on partner funding and the prioritization of services as outlined by the Rogue Workforce Partnership.
- Each party to this MOU will work collaboratively as Partners to align agency missions, funding sources, outcomes, priorities, and planning processes with the strategies outlined in the Local Strategic Plan of 2013 specifically where the success relies on the commitment, collaboration, and implementation by a specific agency.
- The Partners will work collaboratively in the design, development and operation of the workforce system. Each partner agency will contribute to the cost of the activities which directly contribute to the agency's outcomes.

The Job Council has been designated by the RWP as the One-Stop Operator for Jackson and Josephine Counties, Oregon. The One-Stop Operator's role is to convene, coordinate and catalyze the alignment of workforce, education and other system partners into a more seamless set of services that supports the development of skills, proficiencies and readiness of our region's workforce. The RWP serves as the policy body and final authority for the system.

II. WORKFORCE ONE-STOP SYSTEM, CENTER & AFFILIATE SITES

- The region's **Workforce One-Stop System** is comprised of all MOU partners working together to assist employers recruit, train and retain employees, and to help individuals learn new skills, find employment and progress in their careers.
- The region's **One-Stop Center** is the **WorkSource Oregon/Job Council** facility in Grants Pass with co-located partners from the Oregon Employment Department (Wagner-Peyser/ SEDAF, TAA, Veterans Program) and The Job Council (WIA-IB, DHS-TANF/JOBS Contracted Services). The One-Stop Center is certified by the RWP. The RWP adheres to standards set by the Oregon Workforce Investment Board and may add additional standards in an effort to meet the needs of the local community.
- The region's One-Stop Affiliate Sites are comprised of the two currently separated Medford facilities of the WorkSource Oregon - Employment Department and WorkSource Oregon - The Job Council. Efforts are underway to co-locate these two Affiliate Site operations into a single One-Stop Center to serve Jackson County. The Job Council's facility is co-located in immediate proximity with the Rogue Community

College/ Southern Oregon University - Higher Education Center and the downtown Medford RCC Campus, thus providing a seamless array of services with RCC's Adult Basic Education (WIA Title II)/GED and other campus-based services.

The WorkSource Oregon One-Stop Center and Affiliate Sites constitute the foundation of the One-Stop System. A vast majority of transitional workers access services at these locations. Other Workforce and Education System Partners will refer clients to these services as necessary and appropriate, and provide complementary case management and enhanced workforce training services at their current facilities.

III. ONE-STOP WORKFORCE SYSTEM SERVICES

Services at the WorkSource Oregon/Job Council One-Stop Center and Affiliate Sites may include, but are not limited to the following:

- Skills Assessment
- Career Exploration & Guidance
- Job Search & Placement
- Resume writing classes
- Training Scholarships
- Computers with internet access
- Labor Market Data
- Business recruitment assistance and job placement

IV. INTEGRATED REGISTRATION & REFERRAL PROCESS

All jobseeker customers will register for services at a WorkSource Oregon/Job Council Center or Affiliate Site through the WorkSource Oregon Management Information System (WOMIS). The state has established a standard for a paperless WIA Title-IB Adult and Dislocated Worker and Wagner-Peyser Program registration, eligibility determination, and program enrollment based on the definition of self attestation and implemented through the WOMIS registration program. Customers will need to complete all of the levels of the registration in order to access services that have specific eligibility requirements. All customers who fully complete the on-line registration process and are eligible for both Wagner-Peyser and WIA Title 1B will be co-enrolled and counted in performance measures for the two programs. As a result of the integration of these two programs and the co-enrollment for joint performance measures, the Resource Sharing Agreement (RSA) will only represent Wagner-Peyser and WIA Title 1B programs, as all other partners' program eligibility determination and program enrollment does not currently occur through the WOMIS registration system.

All staff working at a WorkSource Oregon/Job Council One-Stop Center or Affiliate Site will be trained to make appropriate referrals to all partner programs and services. Services provided in a WorkSource Oregon/Job Council Center or Affiliate Site by participating partner agencies will be represented as WorkSource Oregon services in addition to the name of the specific agency providing the service. All staff (regardless of the agency they represent) will be trained to represent all services being offered at the WorkSource Oregon/Job Council centers and will know how to connect customers to those services.

V. FUNDING

A Resource Sharing Agreement (RSA) and Cost allocation Plan for the WorkSource Oregon/Job Council One-Stop Center in Grants Pass has been developed in accordance with the Workforce Investment Act as well as with OMB Circulars A-21, A87, A110 and 29 CFT 95 & 97 and other federal and state guidelines as appropriate. Partners that both contribute and receive benefit from the system will participate in the RSA.

Partner Program Funds:

Oregon Employment Department: Grant Pass; Wagner Peyser Act (29 U.S.C 49); Supplement Employment Department Administration Fund (SEDAF) Trade Act (19 U.S.C.) and Veterans Services.

The Job Council: Workforce Investment Act Public Law 105-220; U.S. Department of Labor, National Reserve Account-Dislocated Worker. JOBS and OFSET contractor - under Temporary Assistance to Needy Families (TANF); Supplemental Nutrition Assistance Program (SNAP) Employment & Training.

VI. GENERAL TERMS AND CONDITIONS

a. Responsibility for Employees

Each agency is responsible for the supervision and oversight of its employees while assigned to service delivery at WorkSource Oregon/Job Council. If a direct supervisor from an agency is not available on-site, a partner agency supervisor may provide functional supervision during the time of the absence. All direct supervision of an agency's staff, which includes assignments, evaluations, and discipline, will be conducted by each agency's own supervisory staff.

b. 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, bargaining agreements, and employees shall be exclusively responsible for providing employment-related benefits 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.

c. No Third-Party Beneficiaries

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

d. Confidentiality and Compliance with the law

Each party is responsible for ensuring that all staff are trained and understand all aspects of client confidentiality and information security. In addition, each party will have a mechanism in place to verify that staff have been made aware and understand that violating confidentiality laws can result in criminal charges.

e. Cost Allocation

The Job Council, acting as the fiscal and administrative agent for the Rogue Workforce Partnership, will manage the cost allocation process and will maintain the Resource Sharing Agreement.

f. Duration of the Memorandum of Understanding

This MOU shall become effective on January 1, 2013 and will remain in effect through January 1, 2018 unless otherwise modified.

g. Addition or Withdrawal of Partners

Any partner may terminate this Memorandum of Understanding by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. Notice of this withdrawal shall be provided to all parties in writing. In the event of a withdrawal by a party, this Memorandum of Understanding shall be opened for Amendment by all remaining parties.

A new partner may be added to this MOU by written request provided to all parties. The addition of a new partner will be with the unanimous consent of all parties hereto and additional information may be requested of the applicant prior to a decision being made. The addition of a new partner shall cause a revision or rewrite of this agreement.

h. Amendment Provisions

Periodically it may be necessary to make amendments to this MOU. Amendments to this MOU may only be made in writing subject to approval by all parties.

i. Dispute Resolution

The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of all parties to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be presented in writing to the Chair of the Rogue Workforce Partnership. Upon receipt of the dispute, the Chair of the RWP Board will place the dispute on the agenda of a regular or special meeting of the RWP's Board of Directors. The Board of Directors shall attempt to mediate and resolve the dispute. Finally, if the Board of Directors resolution efforts fail, the matter will be presented to the full Rogue Workforce Partnership for consideration and decision. Any party may appeal the final decision of the RWP to the Office of Community Colleges and Workforce Development (CCWD) pursuant to the State's Policy for Dispute Resolution. In any event, all efforts at resolution shall be documented for record.

VII. ASSURANCES AND CERTIFICATIONS

a. Liability and Indemnification

The political jurisdiction(s) of the chief elected officials(s) in a local workforce investment area is liable for any misuse of the WIA funds allocated to the local area under sections 128 and 133 of the Act. 20 CFR & 667.705.

b. Responsibility for Funds Provided Under WIA Title 1B

In addition to any other remedies available for recover 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 shall be made by:

Purchase of \$2,000,000 insurance, at the jurisdiction(s) own expense, which may not be cancelled, materially changed, reduced or not renewed without 30 days prior written notice from the political jurisdiction to the Governor's office.

If insurance is purchased, the political jurisdiction(s) shall furnish acceptable insurance certificates to the governor's Office at the commencement of this Agreement. If requested, complete copies of insurance policies, trust agreement, etc. shall be provided to the Governor's office. The local jurisdictions(s) shall be financially responsible for all pertinent deductibles.

c. Responsibility for Other Funds

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

d. Responsibility for Torts

Each party shall be responsible only for the tortuous 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.

e. Responsibility for Comprehensive Liability Insurance 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 its and its 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. For all other parties, the insurance shall have a combined single limit per occurrence of not less than an amount set by the LWP Board. Insurance coverage may not be cancelled, materially changed, reduced or not renewed without 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 LWP Board verbally and in writing.

f. Assurances

This agreement will be interpreted under Oregon and Federal Law.

Each party warrants that it will comply with all Federal and State laws, regulations and policy that apply to this Agreement.

Authority and Signatures: We the undersigned hereby approve and submit the Memorandum of Understanding for the region's One-Stop System, Center and Affiliate Sites.

For the Rogue Workforce Partnership:

Signature: [Signature] Date: 10/29/12
Name: Nikki Jones Title: Chair and Owner Express Employment Professionals

For The Job Council:

Signature: [Signature] Date: 10/31/12
Name: James G. Fong Title: Executive Director

Rogue Community College:

Signature: _____ Date: _____
Print Name: _____ Title: _____

State of Oregon Employment Department:

Signature: [Signature] Date: 10/29/12
Print Name: Jim Sherrin Title: Exec Manager

State of Oregon - Department of Human Services, Community Human Service, Service Delivery Area 8

Signature: [Signature] Date: 10/29/12
Print Name: Doug Mares Title: District 8 Manager
DHS

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. For all other parties, the insurance shall have a combined single limit per occurrence of not less than an amount set by the LWP Board. Insurance coverage may not be cancelled, materially changed, reduced or not renewed without 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 LWP Board verbally and in writing.

f. Assurances

This agreement will be interpreted under Oregon and Federal Law.

Each party warrants that it will comply with all Federal and State laws, regulations and policy that apply to this Agreement.

Authority and Signatures: We the undersigned hereby approve and submit the Memorandum of Understanding for the region's One-Stop System, Center and Affiliate Sites.

For the Rogue Workforce Partnership:

Signature: [Signature] Date: 10/25/12
Name: Nikki Jones Title: Chair and Owner Express Employment Professionals

For The Job Council:

Signature: _____ Date: _____
Name: James G. Fong Title: Executive Director

Rogue Community College:

Signature: [Signature] Date: 10/30/12
Print Name: PETER ANGSTADT Title: PRESIDENT

State of Oregon Employment Department:

Signature: [Signature] Date: 10/29/12
Print Name: Jim Platteau Title: Area Manager

State of Oregon - Department of Human Services, Community Human Service, Service Delivery Area 8

Signature: [Signature] Date: 10/29/12
Print Name: Doug Mares Title: District 8 Manager DHS

State of Oregon - Office of Vocational Rehabilitation, Service Delivery Area 8

Signature: [Signature] Date: 10/29/12
Print Name: Peter Karpa Title: District Manager

Experience Works, Title V Program Operator

Signature: _____ Date: _____
Print Name: _____ Title: _____

Southern Oregon Goodwill Industries

Signature: [Signature] Date: 10/29/12
Print Name: Retty J. Weiden Title: VP Misscon. Services

State of Oregon Bureau of Labor and Industries

Signature: Roseanna Mayres Date: 10/31/12
Print Name: Roseanna M. Ayres Date: _____

State of Oregon Commission for the Blind

Signature: [Signature] Date: 10-29-12
Print Name: RANDY COSTELLO Date: 10-29-12

Easter Seals Oregon--Rogue Valley Service Center

Signature: _____ Date: _____
Print Name: _____ Title: _____

Southern Oregon Rehabilitation Center & Clinics (SORCC)

Signature: [Signature] Date: 10/29/2012
Print Name: Michael C. Krohn II Date: 10/29/2012

State of Oregon - Office of Vocational Rehabilitation, Service Delivery Area 8

Signature: [Signature] Date: 11/24/12
Print Name: Peter Karpas Title: Deputy Manager

Experience Works, Title V Program Operator

Signature: [Signature] Date: 10/29/12
Print Name: Stacy Miller Title: Director

Southern Oregon Goodwill Industries

Signature: [Signature] Date: 10/20/12
Print Name: Arthur J. Wexler Title: VP Mission Services

State of Oregon Bureau of Labor and Industries

Signature: _____ Date: _____
Print Name: _____ Title: _____

State of Oregon Commission for the Blind

Signature: [Signature] Date: 10-29-12
Print Name: [Signature] Date: 10-29-12

Easter Seah Oregon-Rogue Valley Service Center

Signature: _____ Date: _____
Print Name: _____ Title: _____

Southern Oregon Rehabilitation Center & Clinics (SORCC)

Signature: [Signature] Date: 10/29/2012
Print Name: Michael R. Kiderus II Date: 10/29/2012

State of Oregon - Office of Vocational Rehabilitation, Service Delivery Area 8

Signature: [Signature] Date: 10/29/12
Print Name: Peter Karpa Title: Project Manager

Experience Works, Title V Program Operator

Signature: _____ Date: _____
Print Name: _____ Title: _____

Southern Oregon Goodwill Industries

Signature: [Signature] Date: 10/29/12
Print Name: Retty J. Weiden Title: VP Mission Services

State of Oregon Bureau of Labor and Industries

Signature: _____ Date: _____
Print Name: _____ Title: _____

State of Oregon Commission for the Blind

Signature: [Signature] Date: 10-29-12
Print Name: Randy Costello Date: 10-29-12

Easter Seals Oregon--Rogue Valley Service Center

Signature: [Signature] Date: 10/29/12
Print Name: Katie Shepard Date: 10/29/12

Southern Oregon Rehabilitation Center & Clinics (SORCC)

Signature: [Signature] Date: 10/29/2012
Print Name: Michael C. Kruger II Date: 10/29/2012

ATTACHMENT G
 Resource Sharing Agreement WorkSource Grants Pass One-Stop Center
 Resource Sharing Agreement
 July 1, 2012 – June 30, 2013
 (Addendum to MOU)

I. STATEMENT OF PURPOSE

This Resource Sharing Agreement (RSA) establishes the terms and conditions under which the WorkSource Grants Pass Partners will share resources and allocate costs to provide comprehensive workforce development services to the job seeker and employer communities of Josephine County. It reflects the particular needs of Josephine County's local and regional economies and is built upon a framework of service delivery and a collaborative network of partner organizations. The WorkSource Grants Pass location included in this RSA is located at 1569 NE "F" Street, Grants Pass, Oregon 97526.

II. PARTIES TO THE AGREEMENT

The following partner organizations have agreed to provide services through the Region 8 WorkSource Grants Pass Center and to share such costs that are of mutual benefit. All other partners within Region 8 do not receive a value from the identified shared costs.

ORGANIZATION	PRIMARY FUNDING STREAM	PARTNER CONTACT INFORMATION
The Job Council Hereinafter referred to as TJC 100 East Main Street, Suite A Medford, OR 97501	WIA Title IB	Jim Fong 541-842-2515 jimf@jobcouncil.org
Employment Department Hereinafter referred to as ED 1569 NE F Street Grants Pass, OR 97526	Wagner-Peyser	Gail Gasso 541-776-6070 JX 541-244-3215 JO gail.f.gasso@state.or.us

III. DEFINITIONS

Agreement Manager: The person named by the partnership and Local Workforce Investment Board (LWIB) to be responsible for the oversight, monitoring, reconciliation and review of fiscal functions of the Resource Sharing Agreement in accordance with WIA 662.300 and 662.310.

System Shared Costs: Those cost that benefits all One-Stop partners even if they are not co-located.

Center Shared Costs: Those costs of the one stop center that benefit multiple partners co-located at the center and are incurred in support of the services delivered through a one stop. (DOL One Stop Comprehensive Financial Management Technical Assistance Guide July 2002)

IV. SHARED COSTS AND BENEFIT (PLANNED INVESTMENT)

The One-Stop partners have identified shared costs.

CENTER COSTS	ANNUAL COST	BENEFITS
Welcome Team Staff, 2.0 FTE	\$70,507 (OED cost 1.0 FTE) \$52,807 (TJC Cost – 1 FTE)	All One-Stop partners agree that they benefit from the Welcome Team staff positions that meets and greets the public for co-located partners
Welcome Team Staff Other Expenses	\$6,007.68 (OED Share) \$15,488.32 (TJC Share)	All One -Stop partners agree that they benefit from the cost

		associated with the Welcome Team Other. (Includes costs associated with each FTE; telephone usage, copier)
TOTAL	\$144,810.00	

V. ALLOCATION METHODOLOGY

The partners agree that System Costs equally benefit all the partners therefore each partner will shared an equal portion of the costs..

Center Costs

PARTNER	FTE	%	\$
TJC	1.0	47.2%	\$68,295.32
OED	1.0	52.8%	\$76,514.68
TOTAL	2.0	100%	\$144,810.00

VI. 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 Resources Sharing Plan

Cost Category	Cost	OED 52.8%	TJC 47.2%			
Welcome Team Staff	\$123,314	\$70,507	\$52,807			
Welcome Team Staff Other	\$21,496	\$6,008	\$15,488			
Cash						
Total	\$144,810	\$76,515	\$68,295			

*(No additional resources are planned to exchange hands beyond the respective agency's budgeted contribution as described above)

VII. AGREEMENT MANAGEMENT

The Agreement Manager responsible for oversight and review of shared costs for the WorkSource Grants Pass Center, billing and reconciliation of shared costs, as well as monitoring of the allocation methodology and funding information is:

Name: The Job Council
 Address: 100 East Main Street, Suite A Medford, OR 97501
 Phone: 541-776-5100
 Fax: 541-618-1036
 E-Mail: jimf@jobcouncil.org

VIII. MODIFICATIONS, RECONCILIATION AND ADJUSTMENTS

The partners recognize that modifications may be necessary during the period that the Resource Sharing Agreement is in effect. Any modification to the Resource Sharing Agreement will be undertaken collaboratively, including adding or deleting WorkSource Grants Pass Center, or any changes that will

increase WorkSource Grants Pass Center resources share obligations. Any modifications to this agreement must be in writing and signed by all the parties as identified in Section II. Oral modifications shall have no effect. If any provision of the agreement is held invalid, the remainder of the agreement shall not be affected.

All payments shall be made to the Fiscal Agent (The Job Council). No costs will be incurred until the agreement is signed by all parties. Non-payments will be referred to the Local Workforce Investment Board for collection. All invoices for costs incurred will be provided to the Workforce Investment Board for approval, if requested. All payments including non-cash, goods and services (De-brief assistance to the Welcome Team) will be documented and retained by the Fiscal Agent for audits or other reconciliations. Goods and Services will be tracked by TJC on a semi-annual basis (July-December and January –June) and reconciled by the Agreement Manager on a semi-annual basis.

In the event program income is earned or reduced at the WorkSource Grants Pass Center as a result of shared costs or activities, that income must be distributed to all partner organizations that participated in the activity and must be allocated using the same basis as described in section V of this document. Program income will be used to reduce each party's share of costs or resources needed to fund the shared costs identified in this agreement so long as it is allowable under the party's organization authorizing statues and regulations.

Reconciliation to actual costs and resource sharing will occur on a semi-annual basis. Final reconciliation can be realized through the payment of cash or goods and services

LWIB will maintain the information pertinent to this agreement

IX. DISPUTE RESOLUTION PROCESS

The parties shall first attempt to resolve all disputes informally. Any party may call a meeting of the WorkSource Grants Pass Center partners or additional parties involved to discuss and resolve disputes. Should informal resolution efforts fail, the dispute shall be referred to the Chair of the Local Workforce Investment Board within 15 days, who shall place the dispute upon the agenda of a special meeting of the Board's Executive Committee. The Executive Committee shall attempt to mediate and resolve the dispute. Disputes shall be resolved in accordance with LWIB by-laws unless such a decision is in contradiction of applicable State and Federal laws or regulations governing the WorkSource Oregon Center partner agencies.

The dispute resolution process described herein is not exclusive and does not deny a party the right to exercise any remedy available to it in law.

X. TERMINATION

Withdrawal from the agreement requires ninety calendar days written notice to the other parties. If either partner fails to receive funding, appropriations, limitations or other expenditures authority at levels sufficient to allow either Agency, in the exercise of reasonable administrative discretion, to meet its payment obligations under the MOU or Resources Sharing Agreement, the agreement may be terminated immediately.

Furthermore, upon the withdrawal of any party, the future costs associated with this agreement shall be reallocated among the remaining agencies, and this agreement shall be modified in writing, accordingly.

XI. TAX CERTIFICATION

By The Job Council's signature(s) below they affirm they are authorized to act on behalf of their Agency and that, to the best of the undersigned's knowledge, not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by ORS 320.005 to 320.150 and 403-200 to 403.250, ORS Chapters 118 (Inheritance Tax), 314 (Income Tax), 316 (Personal Income Tax), 317 (Corporation Excise Tax), 318 (Corporation Income Tax), 320 (Amusement Device and Transient Lodging Taxes), 321 (Timber and Forestland Tax), 323 (Cigarettes and Tobacco Products Tax), and the elderly rental assistance program under ORS 310.630 to 310.706; and any local taxes administered by the Department of Revenue under ORS 305.620.

XII. TERMS OF AGREEMENT

This agreement shall be in effect July 1, 2012 through June 30, 2013. This agreement will be reviewed semi-annually, and updated as necessary to ensure accuracy.

WORKSOURCE GRANTS PASS
RESOURCE SHARING AGREEMENT
AUTHORIZING SIGNATURES

The parties below attest to the following:

- Prior year RSA reconciliation has occurred and costs have been allocated.
- All parties have reviewed the reconciliation.
- Final billings have occurred.
- All parties to the RSA shall sign this document for it to be considered complete.

The Job Council Date
Jim G. Gray *July 10/31/12*
Representative Name (Signature)

Oregon Employment Department Date
[Signature] *10/29/12*
Representative Name (Signature)

ATTACHMENT H

Cover Page for

**WIA TITLE I-B
ASSURANCES
AND
DISCLOSURE OF LOBBYING ACTIVITIES**

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**WIA TITLE I-B
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 sub agreements.

11. Will comply with the applicable requirements of the federal Health Insurance Portability and Accountability Act of 1996 (HIPPA) (42 U.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 sub tier 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 sub agreements, which exceed \$100,000 and that all such sub recipients shall certify and disclose accordingly.

ATTACHMENT I

Cover Page for

Signature Page

**WIA Title I-B Statement of Concurrence for the
Local Workforce Investment Area**

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Signature Page
WIA Title I-B Statement of Concurrence for the
Local Workforce Investment Area known as
Statement of Concurrence

Region 8 – The Rogue Workforce Partnership

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.

The Rogue Workforce Partnership will be the sub recipient under this Plan.

The Job Council will be the Administrative Entity under this Plan.

The length of this Plan will be January 1, 2013 through June 30, 2015.

We assure that all activities entered into by the sub recipient 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:

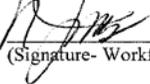
(Signature- Chief Elected Official – Jackson County) (Date)



Don Skundrick, Chair, Jackson County Board of County Commissioners

(Signature- Chief Elected Official – Josephine County) (Date)

Simon Hare, Chair, Josephine County Board of County Commissioners



10/29/12

(Signature- Workforce Investment Board Chair) (Date)

Nikki Jones, Chair, Rogue Workforce Partnership

Accepted on behalf of the State of Oregon:

Cam Preus, Commissioner (Date) Laurie Warner, Director (Date)

Department of Community Colleges and
Workforce Development

Employment Department

Signature Page
WIA Title I-B Statement of Concurrence for the
Local Workforce Investment Area known as
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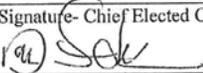
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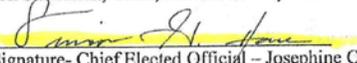
Submitted on behalf of the Local Workforce Investment Board and Chief Elected Officials for this Local Workforce Investment Area:

(Signature- Chief Elected Official – Jackson County) (Date)



Don Skundrick, Chair, Jackson County Board of County Commissioners

(Signature- Chief Elected Official – Josephine County) (Date)



Simon Hare, Chair, Josephine County Board of County Commissioners

(Signature- Workforce Investment Board Chair) (Date)

Nikki Jones, Chair, Rogue Workforce Partnership

Accepted on behalf of the State of Oregon:

Cam Preus, Commissioner (Date)
Department of Community Colleges and
Workforce Development

Laurie Warner, Director (Date)
Employment Department

ATTACHMENT J

Cover Page for

Signature Page

**WIA Title I-B Partners Statement of Agreement
for the Local Workforce Investment**

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Signature Page
WIA Title I-B Partners Statement of Agreement
for the Local Workforce Investment Area known as
Region 8 Jackson and Josephine 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 | James G. Fong | The Job Council |
| • WIA Title II (Adult Education & Family Literacy Act) | Laurie Rydell | Rogue Community College |
| • Employment Department | Jim Pfarrer | Oregon Employment Department |
| • WIA Title III (Wagner-Peyser) | | |
| - Migrant and Seasonal Farmworkers | | |
| - UI | | |
| - Veterans | | |
| - TAA | | |
| • Community College | Peter Angstadt | Rogue Community College |
| • Economic Development Organization | Ron Fox | SORED |
| • Carl Perkins (Post-secondary) | Serena St. Clair | Rogue Community College |
| • Department of Human Services | Doug Mares | Department of Human Services |
| - TANF | | |
| - Food Stamps Employment and Training Program | | |
| • Department of Human Services | Pete Karpa | Office of Vocational Rehabilitation |
| - WIA Title IV (Vocational Rehabilitation Act) | | |
| • Job Corps | Tina Boldt | Job Corps |
| • Please list Additional Partners | | |
| • Organization of the Forgotten American | | Susan Channer |
| • Junior Achievement of Jackson & Josephine Counties | | Mary Holbrook |
| • Southern Oregon University | | James Klein |
| • Medford 549C School District | | Phil Long |
| • Southern Oregon Education Service District | | Scott Perry |
| • U.S. Dept of Veterans Affairs - So OR. Rehab Centers and Clinics | | Michael Kidwell |
| • Crater Lake Electrical Joint Apprentices and Training Trust | | Clarine Lizana |
| • Southern Oregon Goodwill Industries | | Betty Welden |

WIA Title I-B Partners Statement of Agreement for Community College, WIA Title II (Adult & Family Literacy Act), and Carl Perkins (Post-Secondary)

The length of this Plan will be _____ through _____.

We agree with the contents of this Plan.

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

[Signature]
 (Signature) (Date) 10-29-12

Jim Kerner Area Manager
 (Name and Title)

[Signature]
 (Signature) (Date) 10/29/12

Pete Karpa Dist Mgr VR
 (Name and Title)

[Signature]
 (Signature) (Date) 10/29/12

Randy Castella, DRC
 (Name and Title)

[Signature]
 (Signature) (Date)

Betty J. Welden Vice President Mission Services
 (Name and Title)

[Signature]
 (Signature) (Date)

Tina Boldt, Career Transition Specialist
 (Name and Title)

[Signature]
 (Signature) (Date) 10/29/2012

Chief Vocational Serv VA SORECC
 (Name and Title)

[Signature] 10/29/12
(Signature) (Date)

(Signature) (Date)

Ken Fox EXECUTIVE DIRECTOR
(Name and Title)

(Name and Title)

Mary Helbrook 10/29/12
(Signature) (Date)

(Signature) (Date)

Mary Helbrook - Dist. Director
(Name and Title)

(Name and Title)

Donna Marcus 10/30/12
(Signature) (Date)

(Signature) (Date)

Donna Marcus DISTRICT 8 Mgr.
(Name and Title) DHS

(Name and Title)

Philip E. Long 10/30/12
(Signature) (Date)

(Signature) (Date)

Philip E. Long Supt. Medford SO5496
(Name and Title) SOESD - Supt.

(Name and Title)

[Signature] 10/30/12
(Signature) (Date)

(Signature) (Date)

Scott Perry Supt. SOESD
(Name and Title)

(Name and Title)

[Signature] 10/30/12
(Signature) (Date)

(Signature) (Date)

James Klein Provost SOU
(Name and Title)

(Name and Title)

Accepted on behalf of the State of Oregon

(Signature)

(Date)

(Name and Title)

S. Whanner 10-29-12
(Signature) (Date)

Susan Whanner - DFA
(Name and Title) ETC

James G. Fong
(Signature) (Date)

James G. Fong, Executive Director
(Name and Title)

(Signature) (Date)

(Name and Title)

Accepted on behalf of the State of Oregon

(Signature)

(Name and Title)

(Date)

ATTACHMENT K

Cover Page for

**LOCAL WORKFORCE INVESTMENT BOARD
RECERTIFICATION REQUEST**

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**LOCAL WORKFORCE INVESTMENT BOARD
RECERTIFICATION REQUEST**

We certify that we are authorized to request recertification of the Rogue Workforce Partnership, as the Region 8, Jackson and Josephine County, Local Workforce Investment Board.

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.

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

(Signature – Local Elected Official)

(Date)



Don Skuldrick, Chair Jackson County Board of Commissioners

(Signature – Local Elected Official)

(Date)

Simon Hare, Chair Jackson County Board of Commissioners

**LOCAL WORKFORCE INVESTMENT BOARD
RECERTIFICATION REQUEST**

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(Signature – Local Elected Official)

(Date)



Don Skudrick, Chair Jackson County Board of Commissioners

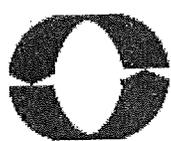
(Signature – Local Elected Official)

(Date)



Simon Hare, Chair Jackson County Board of Commissioners

JOSEPHINE



THE JOB COUNCIL

PROVIDING WORKFORCE RESOURCES



- Home
- Services
 - [Business](#)
 - [Child Care](#)
 - [Disability Resources](#)
 - [Jackson County Resources](#)
 - [Jobseeker](#)
 - [Josephine County Resources](#)
 - [Power Up Academy](#)
 - [Youth Programs](#)
- Contact Us

- Business
- Job Seeker
- Youth Programs
- Child Care
- Jackson County Community Resources
- Josephine County Community Resources
- Community Partners
- About Us
- En Español
- Location
- Provider Intake Form
- Web Links
- Rogue Workforce Partnership's Draft Implementation Plan - Strategies
- Rogue Workforce Partnership's Draft Implementation Plan - Compliance
- Public Notice



- EMPLOYMENT OPPORTUNITIES
- Frequently Asked Questions
- News Archive
- Staff Directory
- Training Calendar
- E-mail Reminders

EMPLOYMENT OPPORTUNITIES

12-7 - Crew Field Specialist

Wednesday, September 05, 2012

CREW FIELD SPECIALIST Open-Competitive The Job Council's Youth Program is recruiting for one full time Crew Field Specialist to work in Josephine County. The Crew Field Specialist will coordinate projects and work with students participating in the Forestry Pathway. Crew Field ... [Read more...](#)

****PUBLIC NOTICE****

ROGUE WORKFORCE PARTNERSHIP'S STRATEGIC PLAN

PUBLIC COMMENTS BEING ACCEPTED

PUBLIC NOTICE is hereby given that the Rogue Workforce Partnership requests comment on their Strategic Plan. The plan is comprised of two sections: Strategies and Compliance.

The Strategies section is the region's plan for implementing the strategies described in "Oregon's Workforce Development Strategic Plan 2012-2022" - the State of Oregon's strategic plan for workforce development. The Compliance section responds to the federal Workforce Investment Act rules and regulations.

The Plan is available for review at the following link: www.jobcouncil.org. A copy is also available for review at The Job Council's business office located at 100 E. Main Street, Suite A, Medford, and at the Job Council/WorkSource Oregon One-Stop Center located at 1569 N.E. "F" Street, Grants Pass. For questions or comments, contact Tami Allison at tamia@jobcouncil.org. Comments must be received by 5:00 p.m. October 25, 2012.

Auxiliary aids and services are available upon request to individuals with disabilities.

JOB COUNCIL THE
673 MARKET STREET
MEDFORD

703708

OR 97504

Affidavit of Publication

State Of Oregon
County of Jackson

I, Becki Fabian, being first duly sworn, depose and say that I am the principal clerk of Medford Mail Tribune, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed at Medford in the aforesaid county and state; that the

Public Comments Being Accepted, a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for one (1) successive and consecutive insertion in the following issues September 27, 2012.
(HERE SET FORTH DATES OF ISSUES)

Becki Fabian

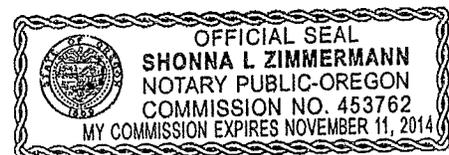
Subscribed and sworn to before me this 4 day of October, 20 12

Shonna L Zimmermann
NOTARY PUBLIC FOR OREGON

My Commission expires 11 day of November, 20 14

Southern Oregon Media Group - Mail Tribune - Ashland Daily Tidings
111 N. Fir St.
Medford, OR 97501

COMMENTS	EXPIRE DATE	AD CAPTION	#	TIMES	AMOUNT
MAIL TRIBUNE	9/27/12	PUBLIC NOTICE	-	1	106.37
START DATE:	9/27/12	END DATE:	9/27/12		



****PUBLIC NOTICE**
ROGUE WORKFORCE
PARTNERSHIP'S
STRATEGIC PLAN
PUBLIC COMMENTS
BEING ACCEPTED**

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Auxiliary aids and services are available upon request to individuals with disabilities.

September

MAIL TRIBUNE RECEIPT

Receipt No:

Customer: JOB COUNCIL THE Ad Number: 718020
Sys No: 4262 Acct No: 703708 Phone: 5417765100
Insertion: Start_Date - 09/27/2012 End_Date - 09/27/2012

Class: 0816 Size: 1 x 48.00

Net Price: 106.37 Payment Method: BI Check No: 0
Amount Paid: 0 Amount Owed: 106.37
Credit Card:

Printed By: MMTFABIAN Date: 10/02/2012

OCT 01 2012

Grants Pass Daily Courier

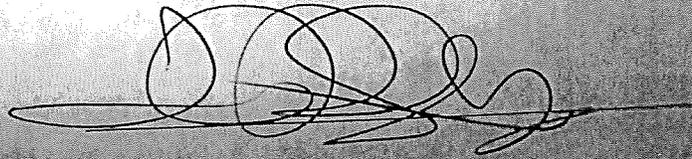
P.O. Box 1468, 409 S.E. 7th Street • Grants Pass, Oregon 97528

AFFIDAVIT OF PUBLICATION

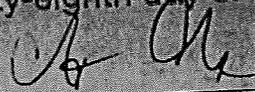
State of Oregon)
County of Josephine) ss.

I, Tamara Stuebing, being first duly sworn, depose and say that I am the manager of Courier Publishing Co., printer of the Grants Pass Daily Courier, a newspaper of general circulation, as defined by ORS 193.010 and 193.020; printed and published at Grants Pass, in the aforesaid county and state; that the LEGAL NOTICE, a printed copy of which is herein enclosed, was published in the entire issue of said paper, for one insertion, on the following date:

September 28, 2012.



Subscribed and sworn to before me this
twenty-eighth day of September, 2012.



Notary Public of Oregon

My commission expires the thirteenth day of
April, 2015.



LEGAL NOTICE

****PUBLIC NOTICE**
ROGUE WORKFORCE
PARTNERSHIP'S STRATEGIC PLAN
PUBLIC COMMENTS
BEING ACCEPTED**

PUBLIC NOTICE is hereby given that the Rogue Workforce Partnership requests comment on their Strategic Plan. The plan is comprised of two sections: Strategies and Compliance.

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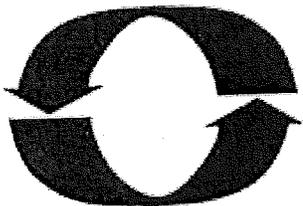
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Auxiliary aids and services are available upon request to individuals with disabilities.

No. 00278847 - September 28, 2012

Tami Allison

From: Tami Allison
Sent: Wednesday, September 26, 2012 10:45 AM
To: 'Terri Wharton'; 'Lynell Dewey'; Amanda Brouwer; Betty Welden; Bill Jiron; Brandon Brett; Brent Kell (bkell@valley-ic.com); Charlie Lewis; Chris Cahill; Clarine Lizana; Denise Nelson; Doug Mares; Fred Holloway; Gail Gasso; Greg Edwards; Guy Tauer; James F PFARRER; James Klein; Jim Fong; John Gallo; Karen Humelbaugh (karen.humelbaugh@state.or.us); Ken Heindsmann; Lyndell Smothers; Mary Holbrook; Melissa Wolff; Michael Kidwell; Michael Klem; Nikki Jones; Penny Thorpe; Pete Karpa; Peter Angstadt; Phil Long; Ron Fox; Rosemary Jernigan; Scott Perry (scott_perry@soesd.k12.or.us); Stacie Grier; Susan Channer; Suz Montemayor; Tamara Nordin; Wes Brain; Bryce Brooks ; Belle Shepard; Bob Lieberman; Brad Russell (brussell@rvymca.org); Carol Jensen; Dan Murphy (murphydc@jacksoncounty.org); Dee Anne Everson (DeeAnne@unitedwayofjacksoncounty.org); Eileen Micke-Johnson; Janet Bell (jbell@co.josephine.or.us); Jim Fong; Joe Ferguson (fergusjw@jacksoncounty.org); John Higgins Grants Pass School District; Jon Eldridge (EldridgJ@sou.edu); Joshua Lee (Lee.Joshua@jobcorps.org); Karla McCafferty; Kate McFarland; 'kathy@gordonelwoodfoundation.org'; Margie McNabb; Mary-Curtis Gramley; McLennan, Debbie; Michele Morales (MoraleME@jacksoncounty.org); Roxann Jones; Shawn Martinez (smartinez@co.josephine.or.us); St. Clair, Serena; Stephanie Mendenhall; suep@jeffnet.org; Susan Fischer; Tami Allison; Teresa Sayre (teresa.sayre@phoenix.k12.or.us); Tom Cole (tom@kidsunlimitedoforegon.org); Tom Drummond; Vincent Smith (Smithv3@sou.edu); Kirk Gibson; Stacie Grier; Tom Drummond; Alan Bates (sen.alanbates@state.or.us); Anna Lewis (ALewis@rogucecc.edu); Barbara McClung (bmclung@lcdv.org); bnolan@retirement.org; Cynthia Ackerman; 'dns@fairviewthc.com'; Donna D'Inzillo; hsutton@valley-ic.com; Jeanne Stallman (Stallman@sou.edu); 'joaneberling@gmail.com'; John Osbourn (JOsbourn@rogucecc.edu); kelly.goudreau@va.gov; Markwell, Cheryl; Marla Ipsen; noonej@ohsu.edu; Philip VanBuskirk (philip.vanbuskirk@oregonstate.edu); philliphohnstein@royalegardens.com; Sarah E. Walker (Sarahw@addictionsrecovery.org); Sherri Stratton; Stephanie Sideras (siderast@ohsu.edu); Todd Woollard; Watkins, Marilyn; yfried@mac.com; Betty Welden; Fred Garcia; Gail Gasso; Katie Shepard; Laurie Rydell; Randy Costello; Ree Ayres; Shae Johns; Shawn Blair
Subject: Rogue Workforce Partnership's Strategic Plan - Public Notice
Attachments: PUBLIC NOTICE.pdf
Importance: High



THE JOB COUNCIL

Tami Allison
Executive Team Coordinator
The Job Council
100 E. Main Street, Suite A
Medford OR 97501
541/842-2518
541/776-0458 Fax
tamia@jobcouncil.org



Rogue Workforce Partnership

(Previously the Rogue Valley Workforce Development Council)

TO: ROGUE WORKFORCE PARTNERSHIP

FROM: NIKKI JONES, RWP CHAIR

DATE: APRIL 12, 2012

SUBJECT: ROGUE WORKFORCE PARTNERSHIP MEETING

Thursday April 12, 2012 • 7:30 - 9:00 am
RCC/SOU Higher Education Center, Room 321 (third floor) | 101 S Bartlett, Medford

Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

1. Call to Order

- Introductions

Nikki Jones

2. Governance Update (5 min)

- Adopt RWP Conflict of Interest Policy - *Action*

Jim Fong/Nikki Jones

3. Statewide Strategic Planning Framework for Local Planning

- State planning framework documents
(please review attached documents prior to the meeting)

Jim Fong

4. Adjourn

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 776-5100 (Voice/TDD) at least 48 hours in advance of the meeting to allow staff sufficient time to arrange for auxiliary aid



Rogue Workforce Partnership

(Previously the Rogue Valley Workforce Development Council)

WESP MEETING AGENDA

May 7, 2012

The Job Council Board Room ■ 673 Market Street Medford
3-4:30 pm

1. **Statewide Strategic Planning Framework for Local Planning**
 - State planning framework documents
(please review attached documents prior to the meeting)
 - Suggestions and feedback on framework & system innovation priorities

2. **Rogue Workforce Partnership Strategic Plan Update & Preparation**

Workforce & Education System Partners Subcommittee

Easter Seals
Katie Shepard

Experience Works
Fred Garcia

Organization of the Forgotten American
Susan Channer

Rogue Community College
Bill Jiron
Cheryl Markwell
Laurie Rydell
Serena St. Clair

Southern Oregon Goodwill Industries
Betty Welden

Southern Oregon University
Jeanne Stallman

State of Oregon

• Bureau of Labor & Industry
Ree Ayres

• Department of Human Services
Doug Mares
Melissa Wolff
Rosemary Jernigan

• Oregon Commission for the Blind
Randy Costello

• Oregon Employment Department
Gail Gasso
Shawn Blair

• Vocational Rehabilitation Services
Pete Karpa

The Job Council

Jim Fong
Ken Heindsmann
Stacie Grier
Tami Allison

U.S. Department of Veterans Affairs - Southern Oregon Rehabilitation Center & Clinics

Michael Kidwell



TO: ROGUE WORKFORCE PARTNERSHIP
FROM: NIKKI JONES, RWP CHAIR
DATE: MAY 10, 2012
SUBJECT: ROGUE WORKFORCE PARTNERSHIP MEETING

Thursday May 10, 2012 • 7:30 - 10:30 a.m.
RCC/SOU Higher Education Center, Rooms 127/129 (first floor) | 101 S Bartlett, Medford
Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

- 1. Call to Order Nikki Jones
 - Introductions
- 2. Approval of Minutes - March 8, 2012- *Action* Nikki Jones
- 3. Governance Update (5 min) Jim Fong ▪ Nikki Jones
 - Adopt RWP Restated Articles of Incorporation, Bylaws & Conflict of Interest Policy – *Action*
- 4. Institutional Learning Outcomes Presentation Cheryl Markwell
- 5. Statewide Strategic Planning Framework Jim Fong ▪ Margie McNabb
- 6. RWP Strategic Plan - Annual Review & Update Nikki Jones ▪ Jim Fong
Margie McNabb
- 7. Other Business Nikki Jones
- 8. Adjourn Nikki Jones

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 776-5100 (Voice/TDD) at least 48 hours in advance of the meeting to allow staff sufficient time to arrange for auxiliary aid



Rogue Workforce Partnership

(Previously the Rogue Valley Workforce Development Council)

TO: JOINT JACKSON/JOSEPHINE COUNTY COMMISSIONERS &
 ROGUE WORKFORCE PARTNERSHIP BOARD OF DIRECTORS

FROM: NIKKI JONES, RWP CHAIR

DATE: JUNE 21, 2012

SUBJECT: JOINT JACKSON/JOSEPHINE COUNTY COMMISSIONERS &
 RWP BOARD OF DIRECTOR'S MEETING (VIDEOCONFERENCE)

Thursday, June 21, 2012 • 8:00 - 8:45 a.m.

VIDEOCONFERENCE

JACKSON COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 214, 10 S. OAKDALE, MEDFORD
 JOSEPHINE COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 154, 500 NW 6TH ST., GRANTS PASS

Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

1. Call to Order

- Introductions

Nikki Jones

2. Approval of Minutes - Action Item

Due to recent governance changes, the following minutes from previous bodies require approval:

- February 9, 2012 Executive Committee
- February 14, 2012 RWP/Jackson/Josephine County Commissioners
- March 27, 2012 Executive Committee

Nikki Jones

3. WIA Youth Program Operator – Interim Designation - Action Item

Jim Fong

4. Workforce Investment Board- Appointments - Action Item

Jim Fong

- Brent Kell, Executive Director – Valley Immediate Care
- Scott Perry, Superintendent – So. OR. Education Service District

Jim Fong

5. Grant Updates

Bill Thorndike

- Oregon Community Foundation Grant Presentation
- Gordon Elwood Foundation

Jim Fong

6. Statewide Strategic Planning Update

Jim Fong

- Our Feedback to the State
- Governor's Kick-Off Event
- RWP Strategic Plan Next Steps

Nikki Jones

7. Other Business

Nikki Jones

8. Adjourn

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 541-842-2518 (Voice/TDD) at least 48 hours in advance of the meeting.

John A. Kitzhaber, MD

Governor



**Governor's Kick Off Event
Oregon's Strategic Workforce Plan and Local Implementation Planning Instructions
Tuesday, June 26, 2012
1:30 to 2:30 p.m.**

In Person: Governor's Conference Room, Capitol Building, Salem
Via Web Conference: <https://oregonconnect.ilinc.com/join/krbhzvp>, and 1-888-757-2790 (pass code 226217)

AGENDA

- ***Introductions and Welcome***
Agnes Balassa, Office of the Governor
- ***Comments on Oregon Workforce Investment Strategic Plan 2012-2022 and Expectations for Local Implementation Planning***
John Kitzhaber, Governor
- ***Comments from the Oregon Workforce Investment Board***
Rosie Prior, Chair, Oregon Workforce Investment Board
- ***Local Implementation Planning Instructions, Q&A***
Agnes Balassa, Office of the Governor
- ***Adjourn***

Attendees for Governor's Kick-off OWIB Strategic Plan
June 26, 2012 1:30-2:30 pm
RCC/SOU Higher Education Center
Room 118

Peter Angstadt
Chris Cahill
Mary Holbrook
Fred Holloway
Nikki Jones
Michael Kidwell
Suz Montemayor
Betty Welden
Katie Shepard
Ree Ayres
Ken Heindsmann
Margie McNabb
Melissa Wolff
Serena St. Clair
Bill Jiron
Stacie Grier
Michele Morales
Dan Murphy
Dee Anne Everson

ATTENDANCE - STRATEGIC PLANNING MEETINGS

Rogue Workforce Partnership Workforce & Education System Partners - April 2, 2012		Rogue Workforce Partnership Full Board - April 12, 2012		Rogue Workforce Partnership Workforce & Education System Partners - May 7, 2012		Rogue Workforce Partnership Full Board - May 10, 2012	
Name	Affiliation	Name	Affiliation	Name	Affiliation	Name	Affiliation
Betty Weiden	So OR Goodwill	Susan Channer	Org. Forgotten Americans	Jim Fong	The Job Council	Nikki Jones	Express Employment Professionals
Pete Karpa	Vocational Rehab	Jim Fong	The Job Council	Pete Karpa	Vocational Rehab	Pete Karpa	Vocational Rehab
Bill Jiron	Rogue Community College	Ron Fox	So OR Regional Economic Dev. Inc.	Bill Jiron	Rogue Community College	John Gallo	Easter Seals
Melissa Wolff	DHS	John Gallo	Staffchex Staffing Agency	Ree Ayres	BOLI	Mary Holbrook	Junior Achievement
Gail Gasso	OED	Gail Gasso	OED	Katie Shepard	Easter Seals	Fred Holloway	Holloway Human Resource Consulting
Charlie Lewis	Veteran's Affairs	Mary Holbrook	Junior Achievement	Tami Allison	The Job Council	Tamara Nordin	Pacific Retirement
Margie McNabb	The Job Council	Fred Holloway	Holloway Human Resource Consulting			Gail Gasso	OED
Stacie Grier	The Job Council	Nikki Jones	Express Employment Professionals			Betty Weiden	So OR Goodwill
Ken Heindsmann	The Job Council	Pete Karpa	Vocational Rehab			Margie McNabb	The Job Council
Jim Fong	The Job Council	Michael Kidwell	Veteran's Affairs			Scott Perry	So OR ESD
Tami Allison	The Job Council	Michael Klem	Labor Represent			Sherri Stratton	The Job Council
		Suz Montemayor	Motorcycle Superstore			Aurora King	The Job Council
		Tamara Nordin	Pacific Retirement			Bill Jiron	Rogue Community College
		Don Skundrick	Jackson Co Commissioner			Stacie Grier	The Job Council
		Melissa Wolff	DHS			Susan Channer	Org. Forgotten Americans
		Guy Tauer	OED			Rick Walch	Medford Fabrication



Rogue Workforce Partnership

(Previously the Rogue Valley Workforce Development Council)

WESP MEETING AGENDA

July 2, 2012

The Job Council Board Room ■ 100 E. Main St., Suite A

3-4:30 pm

1. State & Regional Strategic Plan Implementation Planning

Workforce & Education System Partners Subcommittee

Easter Seals

Katie Shepard

Experience Works

Fred Garcia

Organization of the Forgotten American

Susan Channer

Rogue Community College

*Bill Jiron
Cheryl Markwell
Laurie Rydell
Serena St. Clair*

Southern Oregon Goodwill Industries

Betty Welden

Southern Oregon University

Jeanne Stallman

State of Oregon

- Bureau of Labor & Industry
Ree Ayres
- Department of Human Services
*Doug Mares
Melissa Wolff
Rosemary Jernigan*
- Oregon Commission for the Blind
Randy Costello
- Oregon Employment Department
*Gail Gasso
Shawn Blair*
- Vocational Rehabilitation Services
Pete Karpa

The Job Council

*Jim Fong
Ken Heindsmann
Stacie Grier
Tami Allison*

U.S. Department of Veterans Affairs - Southern Oregon Rehabilitation Center & Clinics

Michael Kidwell



TO: ROGUE WORKFORCE PARTNERSHIP
FROM: NIKKI JONES, RWP CHAIR
DATE: JULY 12, 2012
SUBJECT: ROGUE WORKFORCE PARTNERSHIP MEETING

Thursday July 12, 2012 7:30-9:00 am
RCC/SOU Higher Education Center, Rooms 127/129 (first floor) | 101 S Bartlett, Medford

Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

1. **Call to Order** Nikki Jones
 - Welcome & Introductions
 - Welcome New WIB Members: **Brent Kell** - Valley Immediate Care & **Scott Perry** - Southern Oregon Education Service District

2. **Approval of Minutes - May 10, 2012- Action** Nikki Jones

3. **WIA Youth Program Operator - Designation - Action** Jim Fong • Nikki Jones

4. **Strategic Planning / Doing**
 - a. **Oregon Workforce Investment Board Strategic Plan** Jim Fong
 - Governor's Kick-Off: OWIB Strategic Plan and Local Implementation Planning
 - Secretary of State Audit Report - Improvements Needed to Better Meet Oregon's Middle Skill Workforce Needs

 - b. **Rogue Workforce Partnership Strategic Plan - Action** Jim Fong
 - Review, Revise & Adopt Draft Work Plan for PY 2012

5. **Employer Roundtable** All
 - Labor Market Trends & Reality Check - *Informing our Strategic Doing*

6. **Other Business** Nikki Jones

7. **Adjourn** Nikki Jones

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 776-5100 (Voice/TDD) at least 48 hours in advance of the meeting to allow staff sufficient time to arrange for auxiliary aid.

The RWP is a private/public partnership which addresses the employment needs of Jackson and Josephine Counties

100 E. Main St., Suite A | Medford, OR 97501 | (541) 776-5100



To: Rogue Workforce Partnership - Board of Directors
From: Nikki Jones, Chair
Date: August 9, 2012
Subject: RWP - Board of Directors Meeting Agenda

Thursday August 9, 2012 • 7:30 - 8:15 a.m.

VIDEOCONFERENCE

JACKSON COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 214, 10 S. OAKDALE, MEDFORD
JOSEPHINE COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 154, 500 NW 6TH ST., GRANTS PASS

AGENDA

- | | |
|---|-------------|
| 1. Call to Order | Nikki Jones |
| ▪ Introductions | |
| 2. Approval of Minutes - June 21, 2012- Action | Nikki Jones |
| 3. Workforce Investment Board - Proposed Appointments | Jim Fong |
| 4. RWP & Statewide Strategic Implementation Planning | Jim Fong |
| ▪ Update & Timeframes | |
| 5. Annual Business Leaders Summit - Planning & Prep | Jim Fong |
| ▪ SOREDI & Oregon Business Plan Partnership | |
| ▪ Legislative & Governor's Office Coordination | |
| ▪ Youth Success - Collective Impact / Cradle to Career Initiative | |
| 6. Other Business | Nikki Jones |
| 7. Adjourn | Nikki Jones |

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Rogue Workforce Partnership

TO: ROGUE WORKFORCE PARTNERSHIP
FROM: NIKKI JONES, RWP CHAIR
DATE: SEPTEMBER 13, 2012
SUBJECT: ROGUE WORKFORCE PARTNERSHIP MEETING

Thursday September 13, 2012 7:30-9:00 am
RCC/SOU Higher Education Center, Rooms 127/129 (first floor) | 101 S Bartlett, Medford

Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

1. Call to Order

- Welcome & Introductions

Nikki Jones

2. Check-In

- Labor Market Trends & Reality Check
- What is taking most of your attention this week?
- How can RWP be a helpful "commons" for what is most critical to your organization

All

3. Approval of Minutes - May 10, 2012- Action

Nikki Jones

4. WIA Youth Program Operator - Designation - Action (from July 12, 2012 meeting)

Jim Fong • Nikki Jones

5. Strategic Planning / Doing (from July 12, 2012 meeting)

a. Rogue Workforce Partnership Strategic Plan - Action

- Review, Revise & Adopt Draft Work Plan for PY 2012

Jim Fong

b. Local Implementation Plan - Action (from July 12, 2012 meeting)

- Review & Approve Implementation Plan for Public Comment
- Identify date in late October for a joint RWP-WIB & County Commissioner's Meeting

Nikki Jones

6. Other Business

Nikki Jones

7. Adjourn

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 776-5100 (Voice/TDD) at least 48 hours in advance of the meeting to allow staff sufficient time to arrange for auxiliary aid.

To: Josephine & Jackson County Boards of County Commissioners
 From: Nikki Jones, Chair
 Date: September 26, 2012
 Subject: Joint County Commissioner's Meeting

Wednesday, September 26, 2012 • 3:30 - 5:00 p.m.

VIDEOCONFERENCE

JACKSON COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 214, 10 S. OAKDALE, MEDFORD
 JOSEPHINE COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 154, 500 NW 6TH ST., GRANTS PASS

AGENDA

1. Call to Order Don Skundrick | Simon Hare
2. Workforce Investment Board - Appointments - Action Item Jim Fong
3. RWP & Statewide Strategic Implementation Planning Jim Fong
 - Sector Strategies | Work Ready Communities | Systems Innovation
National Career Readiness Certificate | Youth Success Initiative
 - Joint RWP/County Commissioners Meeting - October 25th
4. Strategic Partnerships & Legislative Coordination *(verbal)* Jim Fong
 - SOREDI & Oregon Economic Development Association
 - Oregon Business Plan Partners | Annual Leaders Business Summit
 - Association of Oregon Counties
5. Future Joint County Commissioners/RWP Meetings *(verbal)* Jim Fong | All
 - Logistics & Planning
6. Other Business Don Skundrick | Simon Hare
7. Adjourn Don Skundrick | Simon Hare

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at 776-5100 (Voice/TDD) at least 48 hours in advance of the meeting to allow staff sufficient time to arrange for auxiliary aid

Tami Allison

Subject: Next WESP Meeting (Taking place of September 3, 2012 meeting)
Location: The Job Council Board Room 100 E. Main St. Suite A Medford, OR

Start: Mon 8/27/2012 3:00 PM
End: Mon 8/27/2012 4:30 PM

Recurrence: (none)

Meeting Status: Meeting organizer

Required Attendees: Betty Welden; 'Bill Jiron'; 'Doug Mares'; 'Fred Garcia'; Gail Gasso; Jim Fong; John Gallo; 'Katie Shepard'; Ken Heindsmann; 'Kirk Gibson'; Laurie Rydell; Melissa Wolff; 'Michael Kidwell'; 'Pete Karpa'; Randy Costello; 'Ree Ayres'; Rosemary Jernigan; 'Serena St.Clair'; Shae Johns; Shawn Blair; Sherri Stratton; Stacie Grier; 'Susan Channer'; Tami Allison

Optional Attendees: 'Peter Angstadt'; 'Mary Holbrook'; 'James Klein'; Phil Long; Scott Perry (scott_perry@soesd.k12.or.us); 'Clarine Lizana'; Ron Fox; 'Wes Brain'; 'Michael Klem'

Importance: High

To: Jackson & Josephine County Boards of County Commissioners
Rogue Workforce Partnership

From: Nikki Jones, Chair & Jim Fong, Executive Director

Date: October 29, 2012

Subject: Jackson & Josephine County Commissioner's and Rogue Workforce Partnership Meeting

Monday October 29, 2012 7:30 - 9 am
MEETING/VIDEOCONFERENCE
RCC/SOU HIGHER EDUCATION CENTER ROOM 127/129 101 S. BARTLETT ST., MEDFORD
JOSEPHINE COUNTY BOARD OF COMMISSIONER'S CONFERENCE RM 154, 500 NW 6TH ST., GRANTS PASS

Phone conference access available for members: 1-866-390-1828; code 7612576

AGENDA

- | | |
|--|----------------------------------|
| <p>1. Call to Order/New RWP Appointments (5 min.)</p> | <p>Nikki Jones</p> |
| <p>2. Consent Agenda* Nikki Jones
 <i>(Items are voted on in a block unless an RWP member requests to pull out an item for specific discussion)</i></p> <ul style="list-style-type: none"> • Approval of Minutes – May 10, 2012 <i>(from 7/12/12)</i> • WIA Youth Program Operator – Designation <i>(from 7/12/12)</i> | |
| <p>3. State & Local Strategic Plan* (60 min.)</p> <ul style="list-style-type: none"> • Oregon Workforce Investment Board (OWIB) Strategic Plan 2012-2022 • Region 8 Implementation Plan & RWP Strategic Plan <ul style="list-style-type: none"> ▪ Review, approval, and signing – <u>Action Item</u> Nikki Jones, BCC's, All ▪ One-Stop Center Certification – <u>Action Item</u> | <p>Jim Fong, Nikki Jones</p> |
| <p>4. Back-To-Work Oregon Update (10 min.)</p> | <p>Sherri Stratton, Jim Fong</p> |
| <p>5. Strategic Partnerships & Legislative Coordination (5 min.)</p> <ul style="list-style-type: none"> ▪ SOREDI & Oregon Economic Development Association ▪ Oregon Business Plan Partners Annual Leaders Business Summit ▪ Association of Oregon Counties | <p>Jim Fong</p> |
| <p>6. Future Joint County Commissioners/RWP Meetings (5 min.)</p> <ul style="list-style-type: none"> ▪ Logistics & Scheduling | <p>Jim Fong All</p> |
| <p>7. Other Business</p> | <p>Nikki Jones</p> |
| <p>8. Adjourn</p> | <p>Nikki Jones</p> |

**indicates agenda items where handouts are attached. All other agenda items are verbal updates only*



ROGUE WORKFORCE PARTNERSHIP

Full Committee Membership List 2012

Business Representatives		Workforce & Education System Representatives (many, but not all, are required members) (not all actually serve on the WESP sub-committee)	
Nikki Jones * - Owner * & RWP Chair	Express Employment Professionals	Peter Angstadt - President	Rogue Community College
Lyndell Smothers * - Director of Human Resources & RWP Vice-Chair	Fire Mountain Gems & Beads	Susan Channer - Employment & Training Coordinator	Organization of the Forgotten American
Chris Cahill - Technical Director	Hunter Communications	Jim Fong * - Executive Director	The Job Council
Fred Holloway - Principal	Holloway Human Resource Mgmt Consulting	James Pfarrer - Area 4 Manager	Oregon Employment Department
Greg Edwards - Chief People Officer	ASANTE Health Systems	Mary Holbrook * - Director	Junior Achievement - Jackson & Josephine Counties Southern Oregon University
Suz Montemayor * - Human Resource Director	Motorcycle USA, LLC / Motorcycle Superstore Inc.	James Klein - Provost	Southern Oregon University
Tamara Nordin * - Vice President, Human Resources	Pacific Retirement Service Inc.	Phil Long - Superintendent	Medford 549C School District
Brent Kell - Executive Director	Valley Immediate Care	Scott Perry - Superintendent	Southern Oregon Education Service District
Tolga Latif - President & CEO	Linx Technologies, Inc.	Pete Karpa - District Manager	Oregon Vocational Rehabilitation Services Department
Michelle Robison - Sr. HR Generalist	Erickson Air-Crane	Michael Kidwell - Supervisory Vocational Rehabilitation Specialist	U.S. Dept. of Veterans Affairs - Southern Oregon Rehabilitation Centers and Clinics
Michael Donnelly - Materials & Facilities Manager	Carestream Health, Inc.	Clarine "Liz" Lizana - Training Director	Crater Lake Electrical Joint Apprenticeship and Training Trust
Scott Koch - VP/Territory Manager	Sterling Bank	Doug Mares - District Manager	Oregon Department of Human Services
Tanya Haakinson - HR & Safety Mgr	Sierra Pine Medite Division	Betty Welden - Director Workforce Development	Southern Oregon Goodwill Industries
Vacant		Economic Development Representatives (required members)	
Vacant		Ron Fox * - Executive Director	Southern Oregon Regional Economic Development, Inc.
Vacant		Vacant	
Vacant		Labor Representatives (required members)	
Vacant		Wes Brain - Labor Representative	Service Employee International Union
Vacant		Michael Klem - Labor Representative	Electricians Local 659

*RWP/TIC Board of Directors

v.2012.10.23 ta

Youth Success Initiative/Youth Council

Janet Bell – Jo. Co. Commission on Children & Families
Bryce Brooks – Community Works
Kathy Bryon – Gordon Elwood Foundation
Tom Cole – Kids Unlimited
Tom Drummond – College Dreams
Dee Anne Everson – United Way
Joe Ferguson – Jackson Co. Juvenile Justice
Susan Fischer – Jackson Co. Commission on Children & Families
Jim Fong – Rogue Workforce Partnership/Job Council
Mary-Curtis Gramley – Family Nurturing Center
Mary Holbrook – Junior Achievement
Carol Jensen – SOU
Roxanne Jones – Jackson Co. Commission on Children & Families
Joshua Lee – Job Corps
Bob Lieberman – So. OR. Adolescent Study & Treatment Center
Phil Long – Medford School District 549C
Shawn Martinez – Jo. Co. Commission on Children & Families
Karla McCafferty – Options for Southern Oregon
Kate McFarland – Douglas County Education Service District
Debbie McLennan – RCC
Margee McNabb-Rogue Workforce Partnership/Job Council
Stephanie Mendenhall – Jackson County
Eileen Wicke-Johnson-RCC
Michele Morales – Jackson Co. Prevention
Dan Murphy – Jackson Co. Commission on Children & Families
Sue Parrish – Parrish & Associates
Scott Perry – Southern Oregon Education Service District
Brad Russell – Rogue Valley Family YMCA
Belle Shepherd – Jackson Co. Public Health
Vincent Smith – SOU
Serena St. Clair - RCC

Workforce Education Service Providers

Ree Ayres – Oregon Bureau of Labor and Industries
Shawn Blair – Oregon Employment Department
Susan Channer – Organization of the Forgotten American
Randy Costello – Oregon Commission for the Blind
Jim Fong – Rogue Workforce Partnership/Job Council
John Gallo – Easter Seals
Fred Garcia – Experience Works
Gail Gasso – Oregon Employment Department
Kirk Gibson – RCC
Stacie Grier – Rogue Workforce Partnership/Job Council
Ken Heindsmann- Job Council
Rosemary Jernigan – Oregon Department of Human Services
Bill Jiron – RCC
Shae Johns – Southern Oregon Goodwill Industries
Pete Karpa – Oregon Department of Vocational Rehabilitation
Michael Kidwell – US Veterans Affairs Rehab Centers/Clinics
Doug Marres – Oregon Department of Human Services
Laurie Rydel – RCC
Katie Shepard-Rasmussen – Easter Seals
Jeanne Stallman – SOU
Sherrri Stratton – Rogue Workforce Partnership/Job Council
Betty Weiden – Southern Oregon Goodwill Industries
Melissa Wolff – Oregon Department of Human Services

E-Commerce/IT Workforce Steering Committee

(under development)

Workforce Response Team (Inactive)

Peter Angstadt- RCC
Jim Fong – Rogue Workforce Partnership/Job Council
Ron Fox – SOREDI
Gail Gasso – Oregon Employment Department
Larry Holzgang – Oregon Business Development Department
Nikki Jones – Express Employment Professionals
Liz Shelby - SOU

Health Care Workforce Steering Committee

Cynthia Ackerman – AllCare CCO
Alan Bates – Rogue Valley Physicians
Amanda Brouwer – Rogue Workforce Partnership/Job Council
Donna D'Inzillo – Job Council
Joan Eberling – Fairview Transitional Health Center
Gregg Edwards – ASANTE
Jim Fong – Rogue Workforce Partnership/Job Council
Yvonne Fried – Prospect House, LLC (Adult Foster Care)
Kirk Gibson- RCC
Kelly Goudreau – VA – Southern Oregon Rehabilitation Centers & Clinics
Phillip Hohnstein – Royale Gardens Health & Rehabilitation
Marla Ipsen – Wollard Ipsen Management
Bill Jiron – RCC
James Klein – SOU
Anna Lewis – RCC
Barbara McClung – LaClinica delValle
Stephanie Mendenhall – Jackson County
Beth Nolan – Pacific Retirement Services
Joanne Noone – OHSU School of Nursing
Tamara Nordin – Pacific Retirement Services
John Osbourn – RCC
Stephanie Sideras – OHSU School of Nursing
Serena St. Clair – RCC
Jeanne Stallman – SOU
Sherrri Stratton – Rogue Workforce Partnership/Job Council
Holly Sutton – Valley Immediate Care
Phillip VanBuskirk – OSU
Sarah Walker – Addictions Recovery Center
Marilyn Watkins – Providence Health Services

Manufacturing Workforce Steering Committee

(under development)

BOARDS OF COUNTY COMMISSIONERS**JACKSON COUNTY COMMISSIONERS**

Board of Commissioners
10 South Oakdale, Room 200
Medford, OR 97501

Don Skundrick (Chair) 774-6104
skundrdw@jacksoncounty.org

John Rachor (Vice-Chair) 774-6105
rachorjv@jacksoncounty.org

Dennis C.W. Smith 774-6108
smithdc@jacksoncounty.org

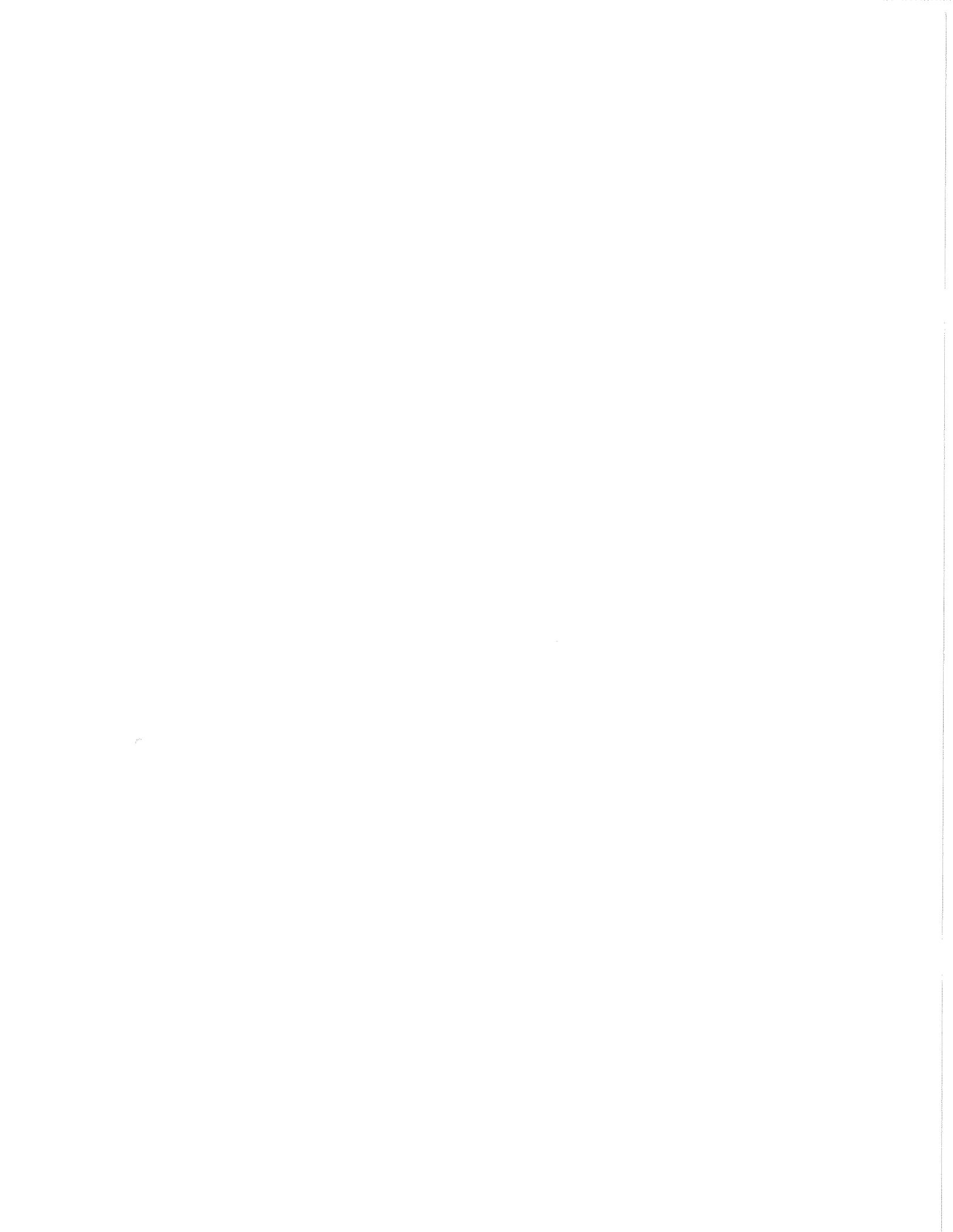
JOSEPHINE COUNTY COMMISSIONERS

Board of Commissioners
500 N.W. 6th Street
Grants Pass, OR 97526

Simon Hare (Chair) 474-5221
share@co.josephine.or.us

Don Reedy (Vice Chair) 474-5221
dreedy@co.josephine.or.us

Harold Haugen 474-5221
hhaugen@co.josephine.or.us



Rogue Workforce Partnership & Job Council ♦ Governance Structure & Organization Chart v.2012.11.25

Jackson County Board of Commissioners

PURPOSE & PRIMARY ACTIVITIES:

- Oversee regional workforce effort
- Appoint Workforce Investment Board members
- Appoint 1 Commissioner as member of Board of Directors for The Job Council & Board of Directors for the Rogue Valley Workforce Partnership; & who will also participate on Workforce Investment Board to approve Regional Workforce Plan.

Josephine County Board of Commissioners

PURPOSE & PRIMARY ACTIVITIES:

- Oversee regional workforce effort
- Appoint Workforce Investment Board members
- Appoint 1 Commissioner as member of Board of Directors for The Job Council & Board of Directors for the Rogue Valley Workforce Partnership; & who will also participate on Workforce Investment Board to approve Regional Workforce Plan.

The Job Council Board of Directors
[ORS 190 Intergovernmental Entity]

PURPOSE & PRIMARY ACTIVITIES:

- Board of Directors for The Job Council
- Adopt TJC budget
- Hire/evaluate Executive Director

7-9 MEMBERS: (All are WIB members)

- 1 Jackson County Commissioner
- 1 Josephine County Commissioner
- 5-7 Appointed Members from RWP-WIB (Workforce Investment Board)

Other Funds:

- DHS - JOBS & OFSET
- Child Care Resource Network
- Other Grants

WIA U.S.DOL Federal Funds Other Grants

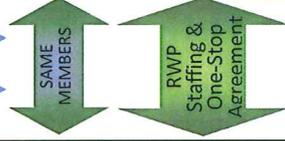
Rogue Workforce Partnership Board of Directors
[Non-Profit Corporation 501(c)3]

PURPOSE & PRIMARY ACTIVITIES:

- Board of Directors for Rogue Workforce Partnership (RWP)
- Adopt RWP annual budget
- Manage agreement with TJC for RWP staffing & fiscal/administration

7-9 MEMBERS:

- 1 Jackson County Commissioner
- 1 Josephine County Commissioner
- 5-7 Appointed Members from RWP-WIB (Workforce Investment Board)



RWP - Workforce Investment Board (WIB)

PURPOSE: To coordinate & oversee a regional workforce system & implement strategies that supports individual prosperity & business competitiveness. Enhance effectiveness of private/public workforce system by aligning & coordinating resources & services, engaging partners, & connecting workers & job seekers to high-demand, high-growth jobs.

PRIMARY ACTIVITIES

- Develop & Oversee Regional Workforce Plan
- Convene business, education & workforce partners & catalyze workforce solutions
- Participate on and lead subcommittees & industry sector groups
- Certify local WorkSource Oregon One-Stop Centers; Establish One-Stop System Standards; Select & Oversee One-Stop Operator

29 MEMBERSs (see roster)

Fiscal & Administrative Agent for RWP

One-Stop Operator & RWP Staff

JOBS & OFSET Program Contractor (Welfare-to-Work)

Child Care Resource Network Operator

Youth Success Network

PURPOSE & ACTIVITIES:

- Focus: Youth / Emerging Workers
- Plan/implement strategies for Youth Success in partnership with education & community partners
- Serves as WIA Youth Council - select & oversee WIA Youth Program Provider

Workforce & Education System Partners (WESP)

PURPOSE & ACTIVITIES:

- Focus: *Transitioning Workers*
- Catalyze & implement strategies for public & non-profit system alignment & improved client success

Workforce Response Team (currently inactive)

PURPOSE & ACTIVITIES:

- Oversees & allocates *Employee Workforce Training Funds* for incumbent workers (no funds currently allocated)

Industry Sector Committees: Healthcare | Advanced Manufacturing | E-Commerce/Information Technology

PURPOSE & ACTIVITIES:

- Business-led sector work groups focused on meeting the workforce needs/demands of the region's key traded sector & high-demand/career pathway industries
- Aligning K-20 curriculum/experiences (Youth Success Network) & public workforce system investments (WESP) to meet each sector's top workforce training priorities
- Convened, facilitated & staffed by RWP/TJC staff in partnership with RCC, SOU, OIT & K-12 School Districts leaders



**COMMUNITY
COLLEGES AND
WORKFORCE
DEVELOPMENT**
WORKSOURCE OREGON

Public Service Building

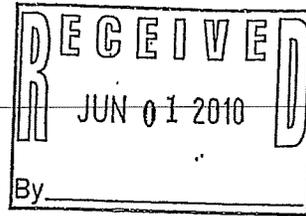
255 Capitol Street NE

Salem, Oregon 97310

Phone (503) 378-8648

Fax (503) 378-3365

www.odccwd.state.or.us



DATE: May 26, 2010

TO: Jim Fong, Executive Director
Rogue Valley Workforce Development Council

FROM: Cam Preus, Commissioner
Community Colleges and Workforce Development

RE: Region 8 One Stop Operator Designation

In support of Region 8's administrative realignment under the Workforce Investment Act regarding of 20 CFR 661.310 (a) and 662.410(c), this is my approval on behalf of the Governor.

As indicated in the attached correspondence The Job Council intends to directly provide core services, intensive services, be designated as a One-Stop operator and act as staff to Rogue Valley Workforce Development Council.

As indicated in 20 CFR 661.310 b and c, a local board is prohibited from providing training services unless the Governor grants a waiver in accordance with the provisions in WIA section 117. The 661.310 (c) restrictions regarding the provision of training services by the Local Board, and designation or certification as One-Stop operator, also apply to staff of the Local Board.

This document will be incorporated into the region's Local Unified Plan. All other terms and conditions of the original local plan remain in full force and effect. Please file this correspondence with the local plan documents.

If you have any questions, please contact me at 503-947-2433 or Karen Humelbaugh at 503-947-2404.

C: Jackson County Board of Commissioners
Josephine County Board of County Commissioners
Rogue Valley Workforce Development Council
Dennis Alexander, RVWDC Board Coordinator TJC
Colleen Barnes, Finance Manager, TJC
Sue Stockman, Chief Operating Officer, TJC
Margie McNabb, Youth and Family Program Director, TJC

EC: CCWD Internal: LLT/MT; Michael Judd





STRATEGIC PLAN - ROGUE WORKFORCE PARTNERSHIP

Vision. We envision a prosperous Rogue Valley with a thriving and sustainable economy, in which every business can find the employees they need to make them successful in the global economy, and where every employee is equipped with the personal, academic and occupational skills that allow them to develop fulfilling careers with local employers.

Mission. Our mission is to build a thriving regional economy by supporting, connecting, and coordinating the many community partners that help employers develop more skilled workers and help residents develop fulfilling careers.

Values and Guiding Principles

- We work to achieve specific goals, not just to run programs. We will be nimble, quick, and entrepreneurial.
- Outcomes, data, and market demand must drive our work and our program design. We will strive for high performance and will hold ourselves accountable for results.
- Successful careers are based on a foundation of personal and developmental skills, which are as important as academic and occupational skills. We will support the development of all these skills.
- We will treat employers, employees, and other partners with respect and dignity. We value diverse opinions and backgrounds as sources of insight and resiliency.
- It will take many organizations working together to make progress on our goals. In some cases we may provide leadership, but in all cases we will be strong collaborative partners.

Goal: Bring New Workers Seamlessly into the Work Force

Our 2040 Vision: Students move seamlessly through career/life exploration and experientially-based education and training programs into careers that provide them personal fulfillment, self-sufficiency, and an ability to support their families. Our region's young people become confident, engaged, and productive citizens with the skills to move through multiple career changes in their lifetimes. These young people are able to stay in the region if they wish, and become role models for future generations. Every young person enjoys "real world" job experiences, earns basic educational and job credentials, and develops important personal character skills that promote success.

Our Target for 2015: Youth employment rates and wages are rising, and rising faster among youth we have served.

Key Strategy: Develop and implement a regional strategy that will coordinate and expand career/life exploration and work readiness programs at the middle school and high school levels throughout the region and engage more business leaders to help create a range of "real world" work experiences for youth.

Goal: Help Transitioning Workers Improve Skills and Find Jobs

Our 2040 Vision: Workers have - or can quickly develop - the personal characteristics, educational credentials, and job skills to secure fulfilling work that supports their families. Our region's jobseekers are able to gain equal access to employment thanks to the work of community organizations, including ours, that help them identify and overcome barriers to employment. Likewise, businesses find fewer barriers to employing previously unemployed workers.

Our Target for 2015: Unemployment is less common and shorter, and wages are higher, particularly for those we have served.

Key Strategy: Develop and implement a system for workforce partners to (a) coordinate employer outreach and share information about employers, (b) jointly market programs to employers, and (c) use a common database to track clients and do longitudinal analysis of their progress.

Goal: "PowerUp" Employed Workers

Our 2040 Vision: Workers are successful in continuously improving their skills, and finding increasingly skilled jobs; employers, in turn, are readily able to find skilled workers or develop needed skills in their work force. The region enjoys several thriving clusters of traded-sector firms that are characterized by high wages and high growth. These firms have ready access to local workers who meet their unique needs.

Our Target for 2015: Wages are increasing, and increasing faster for those we have served.

Key Strategy: Strengthen and expand the PowerUp program by (a) increasing earned income and sponsorships to cover 100% of program costs, (b) increasing Partnership members' participation in PowerUp workshops, and (c) strengthening evaluation systems to demonstrate workshop impacts.

Goal: Strengthen the Partnership

Our 2040 Vision: The RWP is widely recognized in the region as a critically important organization for helping workers find increasingly skilled jobs, and for helping employers find increasingly skilled workers. We are recognized as industry leaders by our peers nationwide. Because our purpose, accomplishments, and plans are clear to our stakeholders, we enjoy a broad base of financial support.

Our Target for 2015: Growing regional understanding and support of our work has helped us develop at least 5 new funding sources, providing at least \$250,000 in new annual funding.

Key Strategy: Develop clear materials describing the Partnership, effective orientation materials for board members, and clearer opportunities for engagement by board members and other partners in order to expand marketing and fundraising.

WORK PLAN PY 2012-2013

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>Bring New Workers Seamlessly into the Workforce</p> <p>Develop & implement regional strategy that will coordinate & expand career/life exploration & work readiness programs at the middle & high school levels throughout the region, & engage more business leaders to help create a range of "real world" work experiences and opportunities for youth.</p> <p>This 3-5 year strategy includes:</p> <ol style="list-style-type: none"> Competencies/Proficiencies that define people 'ready to work' ID current elements in the system for developing those competencies A proposed, more coordinated approach to programs Shared common database of schools, programs, employers work plan & plans for staffing, budget, funding Expand on current strategies of consolidated Careers in Gear - mentored Career Day, Junior Achievement, etc. 	<p>Staffing:</p> <ul style="list-style-type: none"> Margie McNabb Stacie Grier Tami Allison Jim Fong <p>Consultants:</p> <ul style="list-style-type: none"> Mary Holbrook Sue Parish <p>Oversight:</p> <ul style="list-style-type: none"> Guided by Youth Success Steering Committee as part of Collective Impact initiative 	<p>1. Fund & Capacity Development</p> <ul style="list-style-type: none"> Staff/Consultants draft 3-5 year strategy includes: work plan, budget, funding strategy, staffing plan Full strategy approved by WIB. Staff/Consultants works with partners & WIB to raise funds to implement strategy (est. \$500k - \$1M over 3-5 years) 	<ul style="list-style-type: none"> Staff/Consultants works with partners & WIB to raise funds needed to implement strategy. 	<ul style="list-style-type: none"> Full 3-5 year strategy is funded and launched with dedicated staff support. Strategy should include systems for feedback and evaluation by students, schools, and employers. Annual evaluation and improvement of the strategy by the Partnership. 	
		<p>2. Careers in Gear</p> <p>2013 prep begins:</p> <ul style="list-style-type: none"> Contractor retained (Mary Holbrook – Junior Achievement) School Administrators & CRLE instructors engaged 	<ul style="list-style-type: none"> Event plans in place Business Sponsors plan developed Business participants recruitment (increase # employers by 100%) 	<ul style="list-style-type: none"> 3rd Annual event held with 350 students New Business Sponsors financially support event; goal \$25,000 to \$30,000 donations in time, food, materials 	<p>4rd Event held with:</p> <ul style="list-style-type: none"> More students (750 by 2014) More Business Sponsors financially supporting event More business employers participating in event
		<p>3. Implement Youth Success Collective Impact</p> <ul style="list-style-type: none"> Framework & Strategic Doing Work Plan Developed Initial phase of data analysis & research of promising practices competed Implement plan to expand 2+2/dual enrollment of high school students in RCC courses. Begin Legislative White Paper draft Begin work on work readiness proficiencies for students 	<ul style="list-style-type: none"> Meet with State Legislators & other key regional stakeholders to provide briefing on our Youth Success Collective Impact work, goals & support needed. Create first cut of integrated business outreach/asks (with WESP partners) Infuse this work into grantwriting efforts (see above) 	<ul style="list-style-type: none"> Integrate Careers in Gear with other work/career readiness enhancement strategies (Job shadowing, mentoring, internships, industry site tours, interviewing skills, etc.) Present "Circle of Courage" model to the WIB & Youth Success Subcommittee Work Readiness Proficiencies - developed & vetted. Infuse this work into grantwriting efforts (see above) 	<ul style="list-style-type: none"> Evaluate progress / accomplishment & "cook more rice"

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>Help Transitioning Workers Improve Skills & Find Jobs.</p> <p>For PY 2012 we'll develop an that plan Develop & implement a system for workforce partners to:</p> <ol style="list-style-type: none"> Coordinate employer outreach & partnership work to develop workforce. Jointly market programs to employers & coordinate on job/career fairs, etc. Use a common database to track clients and do longitudinal analysis of their progress. <p>This system would ultimately include:</p> <ol style="list-style-type: none"> List of core competencies Database of programs and systems for developing competencies Joint marketing materials all programs can use System for coordinating work with employers Shared database of employers Longitudinal database of clients & common system for reporting 	<ul style="list-style-type: none"> Led by WESP Subcommittee (Workforce & Education System Partners) <i>Staffed by:</i> <ul style="list-style-type: none"> Jim Fong Ken Heindsmann Tami Allison 	<p>1. OWIB Implementation Planning</p> <ul style="list-style-type: none"> WESP begin OWIB Implementation Planning on Systems Innovation & Work Ready Communities 	<ul style="list-style-type: none"> Implementation Plan crafted, approved & submitted to OWIB WESP Staff prepares 2-3 page concept paper including draft work plan budget & timeline for developing 3-5 year plan 	<p>2. Integrated Performance Reporting</p> <ul style="list-style-type: none"> Prep work begun for Program/System Overview & Performance Information Report on Back-to-Work Oregon performance 	<p>3. National Career Readiness Certificate & Enhancing the Skills Agenda</p> <ul style="list-style-type: none"> Develop & begin implementing NCRC expansion agreements & protocols amongst partners; address capacity issues <p>4. Coordinated Employer Forums / Career & Job Fairs</p> <ul style="list-style-type: none"> Employer Forums / Career Transformation Events – begin next level coordination work to integrate events with partners & Careers in Gear. <p>5. Coordinated Employer Outreach</p> <ul style="list-style-type: none"> Begin next phase of coordinated Employer Outreach Menu work <p>6. Co-located One-Stop Center in Medford</p> <ul style="list-style-type: none"> Continue work with OED & Governor's Regional Solutions Center to co-locate appropriate staff in One-Stop Center @ 35 Bartlett St. & Business Center @ 100 E. Main.
<p>System Innovation & Work Ready Communities</p>	<p>1. OWIB Implementation Planning</p> <ul style="list-style-type: none"> Implementation Plan crafted, approved & submitted to OWIB WESP Staff prepares 2-3 page concept paper including draft work plan budget & timeline for developing 3-5 year plan 	<p>2. Integrated Performance Reporting</p> <ul style="list-style-type: none"> Program/System Overview & Performance Information presented to WIB and County Commissioners Create first draft constructs for longitudinal data reports 	<p>3. National Career Readiness Certificate & Enhancing the Skills Agenda</p> <ul style="list-style-type: none"> Develop NCRC & WIN - Initial Skills Review remediation services Continue effort to build & implement skills enhancement capacities 	<p>4. Coordinated Employer Forums / Career & Job Fairs</p> <ul style="list-style-type: none"> Employer Forums / Career Transformation Events – begin next level coordination work to integrate events with partners & Careers in Gear. <p>5. Coordinated Employer Outreach</p> <ul style="list-style-type: none"> Employer Outreach Menu work created & vetted with WIB business leaders <p>6. Co-located One-Stop Center in Medford</p> <ul style="list-style-type: none"> Continue work with OED & Governor's Regional Solutions Center to co-locate appropriate staff in One-Stop Center @ 35 Bartlett St. & Business Center @ 100 E. Main. 	

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>“PowerUp” Employed Workers Strengthen & expand PowerUp Academy by: a. Increasing earned income and sponsorships to cover 100% of program costs. b. Increasing partnership members’ participation in PowerUp workshops. c. Strengthening evaluation systems to demonstrate workshop impacts.</p>	<p><u>Staff:</u> • Stacie Grier • Amanda Brouwer <u>Oversight:</u> • RWP Board of Directors</p>	<ul style="list-style-type: none"> Set performance targets for PY 2012-2013 Continue to meet employer demand for high quality trainings Renew Lean Training offerings - coordinate with SOHPEC & other SW Oregon partners Coordinate with Oregon Employer Council & other organizations to create more seamless product offerings. 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings Update business plan & review / get guidance from RWP Board of Directors 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings 	<ul style="list-style-type: none"> Continue to meet employer demand for high quality trainings
<p>Sector Strategies</p>					
<p>Target key high-growth, high-wage industry sectors to address workforce needs - part of comprehensive economic growth strategy. a. Build on existing efforts convening E-Commerce, Info Tech, Healthcare, Heavy Lift Helicopter, Advanced Manufacturing businesses b. Work with education & workforce training providers (RCC, SOU, OIT, others) to:</p> <ul style="list-style-type: none"> Align curriculum & program offerings Develop new solutions, models & strategies Address the real-time business needs <p>Work with SOREDI, Sustainable Valley & other economic growth leadership partners to jointly staff &</p>	<p><u>RWP Staff:</u> • Stacie Grier • Amanda Brouwer • Jim Fong • Tami Allison <u>Healthcare</u> • John Osborn • Anna Lewis • Jeanne Stallman <u>Manufacturing</u> • Ted Whittle • Steven Foster • Todd Giesbrecht • Steve Schilling • Ron Fox • Colleen Padilla</p>	<p>1. Healthcare</p> <ul style="list-style-type: none"> Identify priority training needs for incoming & incumbent workers. Workforce needs being identified & met - short & long-term. New CMA PowerUp Training launched. DOL - TAACCCT grant award announced. JRHA (Jefferson Regional Health Alliance) coordination Workplan developed & priorities set by Healthcare Steering Committee & RWP. 	<p>Annual Forum held to discuss issues in healthcare industry impacted workforce development (Oct)</p> <ul style="list-style-type: none"> Workforce needs being identified & met - short & long-term. 		
<p>2. E-Commerce / Information Technology</p>					
					<ul style="list-style-type: none"> Identify priority training needs for incoming & incumbent workers. Identify critical educational alignment needs

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
<p>sustain this workforce training alignment effort.</p>		<p>3. Advanced Manufacturing</p> <ul style="list-style-type: none"> Convene meeting with SOREDI, RCC, SOESD & RWP partners to coordinate contacts and align strategies with manufacturing employers. 	<ul style="list-style-type: none"> Implement joint strategies with manufacturing employers. Identify priority training needs for incoming & incumbent workers. 		
<p>Strengthen the Partnership Develop clear materials describing the Partnership, effective orientation materials for board members, and clearer opportunities for engagement by board members and other partners in order to expand marketing and fundraising.</p>	<p><u>RWP Staff:</u></p> <ul style="list-style-type: none"> Jim Fong Stacie Grier <p><u>Oversight:</u></p> <ul style="list-style-type: none"> Guided by RWP Board of Directors & RWP-WIB 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Increase private-sector business members Develop & present one-page "who is the WIB" document for board review RWP to discuss WIA funding and current budget, staffing plan <p><u>SOREDI / RWP Coordination</u></p> <ul style="list-style-type: none"> Convene 2nd Joint SOREDI Executive Committee / RWP Board of Directors meeting & present joint marketing plan 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Develop "WIB 101" orientation Develop draft 'job description' and 'annual plan' for board members, including possible new committees (Marketing/Communication, Fundraising, Board Development, Finance) 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> Decide whether to add committees and sets fundraising/ resource goals WIB approves 'job description' & 'annual plan' WIB engages in developing annual budget and any funding changes 	<p><u>RWP-WIB</u></p> <ul style="list-style-type: none"> WIB clearly understands and drives its own annual budgeting and work plan process Organizational development and fundraising goals achieved
<p>Workforce Systems Investment & Realignment Work with Oregon Workforce Partnership, State & Federal Legislators, Governor's Office, Statewide Business Associations & other partners to:</p> <p>a. Advocate for State & Federal investments in Workforce Development</p> <p>b. Align Workforce Systems</p>	<p><u>RWP Staff:</u></p> <ul style="list-style-type: none"> Jim Fong <p><u>Partnerships</u></p> <ul style="list-style-type: none"> Oregon Workforce Partnership Oregon Economic Development Association <ul style="list-style-type: none"> SOREDI 	<ul style="list-style-type: none"> Partner with OWP, OEDA, Oregon Business Plan & other partners to advocate for State investment in On-the-Job Training & Employer Workforce Training Funds. Brief local State Legislators on regional workforce development & educational alignment work & priorities Prepare for follow-up Federal & State Legislative site visits in coming months 	<ul style="list-style-type: none"> Co-convene Oregon Business Plan Regional Summit with SOREDI, Oregon Business Council and Associated Oregon Industries. Combine with RWP Annual Business Leaders Summit – Nov. 2012 ??? Develop Concept Paper for local State Legislators on improved workforce system alignment. 	<ul style="list-style-type: none"> Continue alignment & advocacy work with OWP State & Federal Legislators, Governor's Office, Business Associations Brief County Commissioners with Legislative talking points for their Washington, D.C Capitol Hill visits Attend NAWB Conference (National Association of Workforce Boards) in March in Washington, D.C . Capitol Hill visits with federal 	<ul style="list-style-type: none"> Continue alignment & advocacy work with OWP State & Federal Legislators, Governor's Office, Business Associations

Goal & Strategy	Staffing	By 9/30/12	By 1/1/2013	By 6/30/2013	By 6/30/2014
with Education System Reform/ Realignment	<ul style="list-style-type: none"> • Oregon Business Plan • Oregon Business Council • Association of Oregon Industries • Association of Oregon Counties • National Association of Workforce Boards • National Skills Coalition 	<ul style="list-style-type: none"> • OWIB Implementation Planning & align with RWP Strategic Plan • On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	<ul style="list-style-type: none"> • OWIB Implementation Planning & align with RWP Strategic Plan • On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	<p>legislative delegation / staff to inform & advocate our workforce system alignment efforts</p> <ul style="list-style-type: none"> • Site visits with Federal & State Legislative site visits completed. • On-going coordination with Governors Office, Governor's Regional Solutions Center, CCWD & OED. 	



Rogue Valley Workforce Development Council

PRIORITY OF SERVICE POLICY

Purpose

To provide detailed guidance for the priority of service policy for adult employment and training activities in the Workforce Investment Area of Jackson and Josephine Counties.

Requirements

Governing guidelines include relevant and applicable local, state, and federal statutes as well as funding stream requirements including Workforce Investment Act (WIA) Section 134(d)(4)(E), 20 CFR 663.220 – 663.230 WIA Final Regulations, and the Oregon Workforce Investment Board's (OWIB) Self-Sufficiency Policy, dated June 26, 2008.

Scope

This policy applies to RVWDC staff and staff of all contractors, grantees, sub-grantees, and any other authorized providers of WIA Title I funds. WIA Section 134(d)(4)(E) requires that in the event that funds available under WIA Title 1-B Adult Employment and Training Program are limited, priority of service shall be given to recipients of public assistance and other low-income individuals for intensive services and training services as defined in WIA section 101(25).

The RVWDC does declare that WIA funds are limited in Jackson and Josephine County to serve the eligible population in the workforce area and sets this priority of service policy with guidance from the OWIB Self-Sufficiency Policy as stated:

"Employment itself is not a guarantee of self-sufficiency. Due to the ever-increasing skill requirements of employment at all levels, all Oregonians can benefit from increased skills. Therefore no Oregonian seeking assistance through WorkSource Oregon shall be considered to be self-sufficient."

Policy

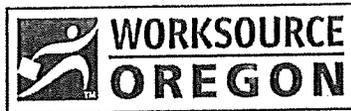
In the event funds allocated to the RVWDC Workforce Investment Area for adult employment and training activities are limited, the RVWDC policy is for intensive and training services to be prioritized as follows:

- Veterans and their eligible spouses
- Recipients of public assistance and other low income individuals who are at or below 70% of the Federal Lower Living Standard Income Level (LLSIL)
- Individuals seeking assistance through the WorkSource Oregon system that are not self-sufficient as defined by the OWIB Self-Sufficiency Policy

Priority of Service Policy
Page 2

The service provider shall establish waiting lists when funds are not available. If all else is equal, priority shall be given to clients in the order of which they are at on the waiting list and prioritized by the order of the policy criteria. This includes the determination of need for services, coordination of services and resources with other programs and entities.

APPROVED:  _____ ADOPTED DATE: 7/14/14
RVWDC Chair



Vision for the Jackson County & Downtown Medford

- ▶ **A Unified WorkSource Oregon One-Stop Center**
- ▶ **An Economic Development/ Business Services One-Stop Center**
- ▶ **Both are part of a Higher Education, Business & Workforce Development Consortium and Integrated Campus**

This paper describes a concept for creating one unified WorkSource Oregon Center to serve job seekers in Jackson County. Also proposed is the co-location of key state agency staff as part of the Governor's Regional Solutions Office and an integrated Economic Development / Business Services One-Stop Center.

The unified WorkSource Oregon Center and the Business One-Stop Center would be part of an extended, cross-sector downtown Medford "campus" that would integrate partners from the region's higher education, workforce and economic development organizations. This consortium and integrated campus would be centered around the hub of the existing Rogue Community College/Southern Oregon University - Higher Education Building (RCC/SOU - HEC), already recognized as one of the state's most unique and successful partnerships.

A. Organization Background

The **Rogue Workforce Partnership (RWP)** is a private/public partnership led by business leaders. We are a 501(c)3 non-profit organization designated under federal and state statute as the local Workforce Investment Board for Jackson & Josephine Counties. As leaders from business, economic development, education, workforce, labor and community-based organizations, we work across complex institutional boundaries to align resources, catalyze system change and create innovative workforce solutions. Our mission is to help foster the region's economic vitality by growing the skills and talent of workers, so that businesses and residents can prosper in the global economy. Some of the members of the RWP include: Human Resource Vice Presidents/Directors from the region's leading businesses, the President of Rogue Community College, the Provost from Southern Oregon University, the Medford School District Superintendent, the Executive Director from The Job Council, and the Managers from Oregon Employment Department and Department of Human Services.

The **Job Council (TJC)** is an ORS 190 intergovernmental entity of Jackson and Josephine Counties, and is the region's WIA- Title IB provider (Workforce Investment Act) of employment and training services to dislocated workers, low-income adults and at-risk youth. TJC has also been designated by the RWP as the region's One-Stop Operator. Its responsibilities include convening, facilitation and coordination of the services at three One-Stop Centers, in partnership with the Oregon Employment Department. TJC has staff that operate in two of the region's three One-Stop Centers. TJC also serves as the fiscal and administrative agent, as well as the staff for the RWP.

The **Oregon Employment Department (OED)** is the State agency responsible for providing Wagner-Peyser labor market exchange services. OED has staff that operate in two of the region's three WorkSource Oregon One-Stop Centers. They also have two economists located in their Medford office who provide labor market analysis information to regional business leaders and job seekers.

B. Three Regional WorkSource Oregon One-Stop Centers

Three WorkSource Oregon One-Stop Centers currently serve job seekers in Jackson and Josephine Counties:

Josephine County

- An integrated facility at 1569 NE "F" Street, Grants Pass - staff from both TJC and OED are co-located and provide integrated services to job seekers

Jackson County -there are currently two separate WorkSource Oregon One-Stop Centers

- Oregon Employment Department at 119 N Oakdale Ave, Medford (West Medford)
- The Job Council at 673/688 Market Street, Medford (East Medford)

Job seekers are routinely referred back and forth between these two offices for services. As a result, there are frequent miscommunications and lags in service. Because these staffs are not co-located, customers experience cumbersome, inefficient and less effective services.

State and federal regulations require co-location of staff in One-Stop Centers. Almost all of the state's other large cities have long ago complied with these co-location requirements and created better customer experiences and outcomes in the process. Medford is among Oregon's last "large metropolitan" regions in Oregon to still have two non-integrated WorkSource Oregon One-Stop Centers.

C. Concept Catalyst

The catalyst for this concept paper comes from a variety of converging circumstances, including:

1. **Facilities Move-The Job Council, Governor's Regional Solutions Office and SOREDI**

The Job Council, Governor's Regional Solutions Office and SOREDI are currently co-located at 673/688 Market Street, Medford. TJC is the primary leaseholder and subleases to the other partners. Budget cuts and a buyerscommercial real estate market have motivated TJC to relocate from its current facilities. Three facilities have been found that meet operational needs and generate significant cost savings; two that are in very close proximity to the RCC/SOU - HEC building. The Job Council's WorkSource Oregon One-Stop Center and a separate Business One-Stop Center will be moving into these two downtown locations. TJC will continue to serve as the primary lessee of these facilities.

- ▶ **WorkSource Oregon One-Stop Center** - This 12,579 square foot facility is located at **35 Bartlett Street**, Medford, directly across the street from the RCC/SOU - Higher Education Center. Historically known as the **Taylor Building** - Initially, this facility would just house TJC staff and services. It includes approximately 2,000 square feet of space for a large Resource Room, plus 10, 579 square feet of office and classroom space needed to conduct One-Stop operations. Ultimately, the goal is to have One-Stop staff from the Oregon Employment Department co-located at this facility, thus finally integrating the two Medford WorkSource Oregon One-Stop Centers into a single facility, as required by Executive Order.

This facility move very intentionally includes a built in expansion option that would allow the inclusion of OED's Business and Employment Services (BES) staff. Our plan would be to accommodate OED - BES staff within the Taylor building and then partner with RCC/SOU - HEC partners to utilize additional classroom space in their facility as needed.

- ▶ **Economic Development/Business Services One-Stop Center** - Economic Development/Business Services One-Stop partners will move into a new facility at **100 E. Main Street**,

Medford, just two blocks away from the RCC/SOU - HEC building. This downtown office building consists of four 5,000 square foot suites. Our current array of partners will be leasing approximately 6,800 square feet in this facility. Current partners include: the Governor's Southern Oregon Solutions Center, SOREDI (Southern Oregon Regional Economic Development, Inc.), Rogue Workforce Partnership staff, as well as the executive management and fiscal staff of The Job Council.

With this re-location, we are also seeking to create the opportunity for additional business service partners to co-locate with us in the future. Depending on their future needs and circumstances, other partners may include: the Sustainable Valley Technology Group (the region's business incubator initiative), SOU's Small Business Development Center, and the regional Labor Market Economists from the Oregon Employment Department.

The concept is simple: create an expanded Business One-Stop Center that supports businesses who are starting-up, relocating or expanding. Bring all these supportive business service partners together under one roof to work seamlessly, leverage capacities and help generate even greater regional economic vitality.

2. Statewide Education and Workforce Systems Reform

Statewide education and workforce systems reform initiatives are also catalyzing regional partners to re-think conventional boundaries. Education reform is focused on creating a seamless 0 to 20 continuum of educational services to achieve the state's 40/40/20 goals of academic success. There is a strong call from business leaders to align education outcomes with workforce competencies and economic development goals, in order to ensure that employers have the skilled workers they need to succeed in the global economy, and to grow the region's overall economic vitality.

By joining together in a unified higher education / workforce and economic development consortium and integrated "campus," our region will lead the charge, and more strongly link our economic development and job creation efforts, with the work of workforce development and the newly aligned 0 to 20 education system.

In November 2011, our region held a second annual **Oregon Business Plan Regional Forum**, with presentations from Oregon Business Plan partners, SOREDI the Rogue Workforce Partnership and the Governor's Southern Oregon Solutions Center. Duncan Wyse (President, Oregon Business Council) and Jay Clemens (President, Associated Oregon Industries). Regional business, economic development, education and workforce development leaders engaged in a robust discussion on the issues and strategies related to education and workforce systems reform. The quality and content of this discussion prompted Mr. Wyse to comment that the Rogue Valley was leading the state in these forward thinking alignment discussions. He encouraged local leaders to continue these strategic alignment conversations between education and workforce systems reform efforts.

Collective Impact: Exploring New Models to Achieve Better Community Results

A recent Stanford Social Innovation Review article introduced the concept of "Collective Impact."¹ This article highlighted the efforts of the Strive initiative in the Cincinnati, Ohio / Northern Kentucky region to address the student achievement crisis and improve education outcomes.

¹ John Kania & Mark Kramer, Collective Impact (Stanford Social Innovation Review - Winter 2011)
http://www.ssireview.org/articles/entry/collective_impact

"In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than 300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups."

Such an example of large scale impact and systems change point to opportunities for Southern Oregon partners to build upon our already strong partnerships and elevate them to the next level. Faced with the reality of ever-diminishing budgets, there is an emergent need to explore new models that can help all 0-20 education system students achieve greater academic success and better prepare themselves with the skills necessary to become successful entrepreneurs, and/or enter the workforce better prepared to help themselves and the businesses they work for to succeed.

Key leaders from our region's education, youth service and workforce development partners are now meeting regularly and have committed to pursuing a collective impact approach. The scope of this initiative will include seeking to improve outcomes in early childhood, youth development, K-12, higher education and workforce readiness.

3. State & Regional Strategic Planning

The RWP is just engaging in its annual Strategic Plan review and update. It is also simultaneously engaging in the Statewide Strategic Plan process being spearheaded by the Oregon Workforce Investment Board (OWIB) and the Governor's Office. The Governor's Office is leading this discussion via a workforce strategic planning and implementation planning process. Guidance for local implementation of this planning process will include an expectation for the co-location of the remaining un-co-located WorkSource Oregon facilities.

Creating a unified WorkSource Oregon One-Stop Center and an integrated Economic Development / Business Services One-Stop Center that are part of an extended and integrated downtown Medford campus are the infrastructure we need to create the seamless education and workforce readiness training experiences for emerging, transitional and incumbent workers in our region. These One-Stop Centers will be a top priority in our region's Strategic Plan implementation work.

D. The Ask

So what's the ask? Here's what we think are the key next steps and the help we need to take our partnership to the next level of collaboration:

1. Co-location of Key Oregon Employment Department Staff

As part of this vision, we hope for the eventual co-location of:

- Up to 14 staff from the Oregon Employment Department in the new Job Seeker/WorkSource Oregon One-Stop Center at 35 Bartlett Street, directly across the street from the RCC/SOU - HEC.
- Two regional economist from the Oregon Employment Department to be part of the Governor's Regional Solutions Office at the Economic Development/Business One-Stop Center at 100 E. Main Street.

Currently, OED runs all of its Medford operations out of the facility at 119 N Oakdale Ave, Medford. This state owned facility includes approximately fourteen (14) WorkSource Oregon One-Stop staff, the two regional economist, Child Care Division regulatory staff, tax division staff and also one Bureau of Labor and Industry staff member.

We have actively engaged our OED partners in exploring possible co-location options for some of their staff. While they are open to the idea co-locating, they are also acutely aware that any co-location has to make financial sense, particularly in these challenging budget times.

2. Request for Broader State Assistance

RWP/TJC leadership has been working intensively with our many regional partners over the past year to generate movement in this complex community partnership agenda. We have worked closely with regional managers from OED, as well as leaders from RCC, SOU, SOREDI, the Governor's Regional Solutions Office and our regional business leaders. We are now seeking additional support from the Governor's Regional Solutions Office, the Governor's Office and the Department of Administrative Services (DAS) to help us move this co-location conversation forward. Ideas for possible next steps and supports include:

- ▶ Help in convening meetings with appropriate staff from OED, DAS, the Governor's Office the Governor's Southern Oregon Solutions Center and other possible state agencies (if necessary) - to find a solution that will allow for the co-location of appropriate OED staff in the two One-Stop Centers. Our goal is not to merely explore the options, but to instead, create the imperative to come up with a viable solution that will work for our community.

We are seeking this broader representation of Executive and State agency leadership in the hopes that by examining this situation from a broader State facilities need and opportunity perspective, we can widen the possible solution sets. Towards this end, in partnership with the Governor's Southern Oregon Solutions Center, we have already requested and received a list of all State owned or leased facilities from DAS. From this list, we hope to identify other State agencies with upcoming facility needs that could be met if we evaluate their needs within the context of the new downtown campus of One-Stop Centers and the existing OED facility on Oakdale Street.

- ▶ Help in developing the overall community cost/benefit analysis, as an aid to finding the most reasonable solution. While we are very cognizant that any facility move must make financial sense for OED. We are also mindful that the overall community cost/benefit analysis may need to include parameters beyond the scope of OED's usual and customary decision-making process. We seek to engage a broader array of State and community leaders in this overarching evaluative process to determine what solution will be most cost effective for our community.

We have asked for this additional assistance from the Governor's Office, the Governor's Southern Oregon Solutions Center and the Department of Administrative Services because of the

complexities related to the State/OED's ownership of the Oakdale Street building. By involving this expanded list of partners, we hope to expand the possible solutions sets so we can find the one that is most cost effective and efficient.

E. Benefits

By creating a single unified WorkSource Oregon One-Stop Center in Medford:

- Services to job seekers would be greatly improved. All WorkSource Oregon staff would be operating out of a single location. The frequent miscommunications and lags in service would no longer occur (falling between the cracks) and the customers experience would no longer be cumbersome, inefficient and less effective. Instead clients would experience much improved customer service, a more seamless flow of services, and faster, more efficient and effective connections to skill enhancement services and jobs.
- By being part of the RCC/SOU - HEC extended campus, and attending some of their job search, resume, job networking and initial skill-building classes in these associated classroom spaces, job seekers would also begin to overcome the sense of fear and intimidation many of them feel when contemplating even the remote possibility of enrolling in a post-secondary educational experience. We want to de-mystify and make routine the sense of possibility for these many customers to see themselves in a higher education experience.
- Compliance with state requirements and federal encouragements for a co-located job seeker WorkSource Oregon One-Stop Center.
- Businesses will benefit and grow because we will be better able to mobilize and leverage all the available resources and talent to support business start-up, re-location or expansion.
- This foundation capacity will be in place, which will allow our region to mobilize a comprehensive, community-wide initiative (i.e., Collective Impact) to increase the outcomes and achievements of emerging, transitional and incumbent workers. Moreover, these 0 to 20 education and workforce capacity building efforts will dovetail seamlessly with our region's economic development and sector strategy efforts, thus creating a smooth flow through the educational pipeline of the skilled workers our businesses need to succeed in the global economy.
- Through facilities co-location and continued piloting of workforce systems alignment, we envision delivering on our promise to Southern Oregon to grow a more skilled and ready workforce.

F. Building Upon on Our Strong Partnerships to Create Even Better Results

Southern Oregon enjoys strong partnerships between our many workforce and education system partners. The recent initiatives for education and workforce systems alignment at the state level have inspired local partners to proceed to a next level of collaboration. The Rogue Workforce Partnership stands ready, able and willing to do the heavy lifting at the local level. We will work with all our local and state agency partners. We will err on the side of inclusion, participation and transparency, while simultaneously staying singularly focused on results, cost efficiencies, quality and effectiveness. And, we will stay steadfast in our commitment to provide ever-improving return on investment in our public/private workforce investment strategies.

In the end, through our "boots-on-the-ground" alignment efforts, we believe we can generate a continuing value proposition to the tax-payer and business customer. Through our greater collaboration - the skills and talents of students and the workforce will grow, our businesses will grow, and our region and its citizens will prosper. What a tremendous opportunity to capitalize on this potential for greater, collective community success!

Tami Allison

From: Jim Fong
Sent: Tuesday, May 22, 2012 1:24 PM
To: Colleen Barnes
Cc: Tami Allison; Sherri Stratton; Margie McNabb
Subject: FW: Vision for Jackson Co / Downtown Medford - One-Stops & Higher Education Co-Location
Attachments: Jeff Griffin Cover Letter One Stop Facilities co location.pdf; Vision for the Jackson County & Downtown Medford concept paper.pdf

FYI - per our conversation; for the meeting with OED, Jeff G. and DAS tomorrow.

James G. Fong
Executive Director
The Job Council Rogue Workforce Partnership
O: 541.842.2515 C: 541.482.4381 Email: jimf@jobcouncil.org 673 Market Street Medford, OR 97504

From: Jim Fong
Sent: Tuesday, May 15, 2012 3:11 PM
To: 'Laurie A WARNER'; Ron Fox; Cam Preus; Agnes Balassa
Cc: GRIFFIN Jeff * GOV
Subject: Vision for Jackson Co / Downtown Medford - One-Stops & Higher Education Co-Location

Laurie, Ron, Cam and Agnes:

Attached you'll find a cover letter and concept paper on our region's efforts to create a unified WorkSource Oregon (WSO) One-Stop Center, and also a Business One-Stop. Over the past year, we've been working with Jeff Griffin (Regional Coordinator for the Governor's Regional Solutions Center), as well as regional OED managers and other partners, to accomplish this challenging task. Our focus up until now has been keeping partners informed about our facilities search process, so that our partnership could take advantage of any opportunities for improving collaboration, service integration and customer service through co-location.

In partnership with our Business One-Stop Partners (SORED and the Governor's Southern Oregon Solutions Center), we have now found and leased locations for a Business One-Stop, as well as for The Job Council's WorkSource Oregon One-Stop Center. We have done this in keeping with our key location parameter - that these facilities be within a short 2 to 3 block walking distance from the existing RCC/SOU Higher Education Center and the immediately adjacent RCC Downtown Medford Campus. This location parameter is in keeping with the vision of the Rogue Workforce Partnership (our LWIB), our County Commissioners, and many other business and community leaders who see both the intrinsic and extrinsic benefits of creating stronger connections between the customers of a unified WSO One-Stop Center and our region's higher education institutions and economic/ business development partners. During this process, we looked at the option of co-locating at the existing OED office at 119 W. Oakdale, but the location lacked sufficient space for our integrated WIA Title-IB and JOBS contract staff, lacked sufficient classroom space, and was too far away from the RCC/SOU - HEC. We'll be moving into these new facilities by July 2012.

Now that we've almost completed this first phase of our work, we want to turn our partnership attention to how we might be able to have appropriate OED staff join us in these facilities to provide more integrated services to both job seekers and business customers. As part of this process, Jeff asked me to prepare a concept paper that articulates our region's vision, objectives and specific support needs from the State. The attached letter and concept paper are a response to this request.

I initially only cc'd Laurie and Ron on this letter, since they were directly mentioned and impacted in these efforts. But, I thought it prudent to also send copies of this packet to Cam and Agnes, so that all appropriate State-level partners were kept in this communication loop. Last week, Jeff and I were able to tour these facilities, as well as the OED building, with Oregon's Chief Operating Officer - Michael Jordan. Michael was excited about the possibilities and could see the strong benefits in our community's vision for a seamless connection between job seekers, higher education institutions, and economic/business development partners.

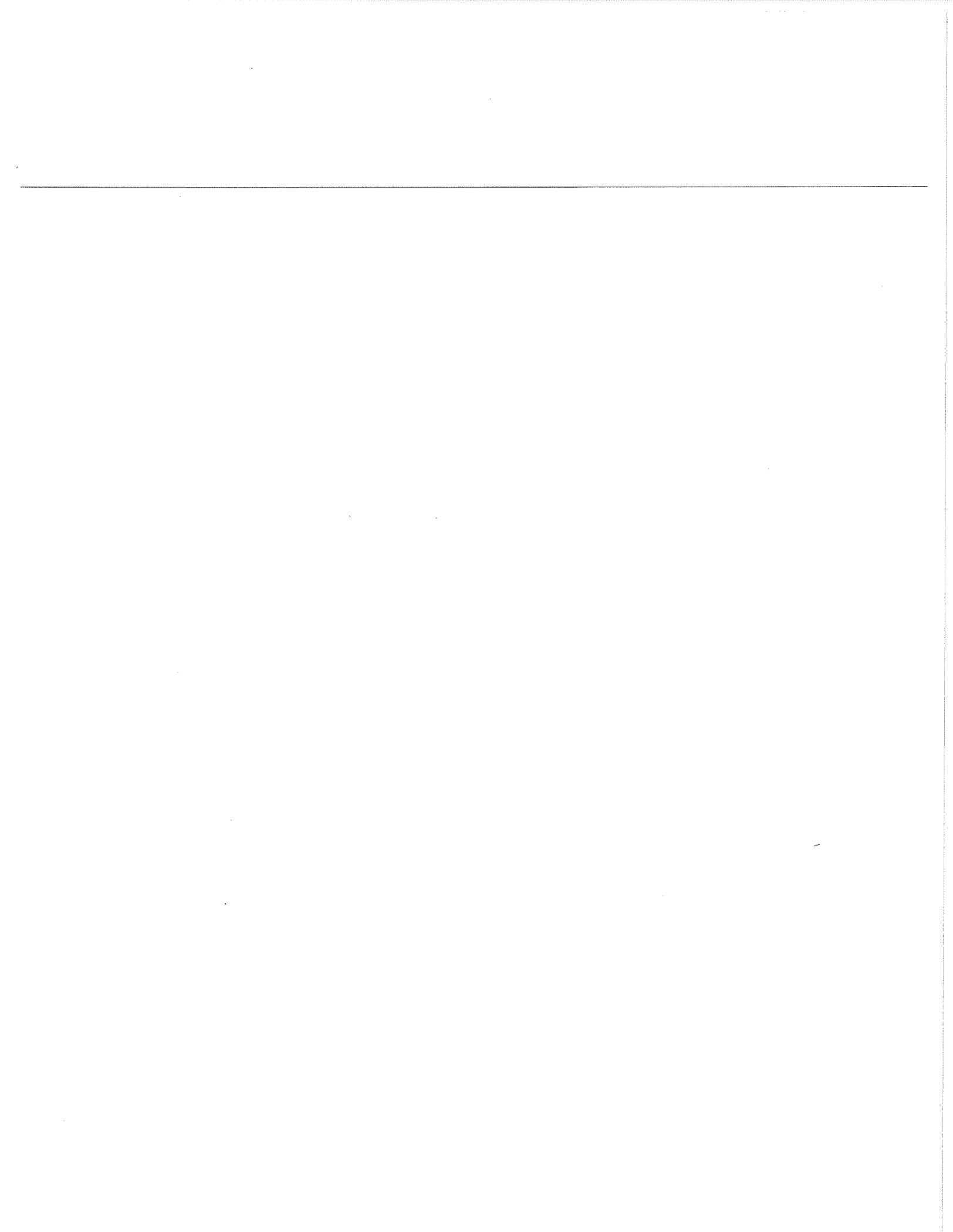
Jeff and I anticipate that a good next step will be to convene a meeting of appropriate representatives from OED (State and regional managers), a team he will work to identify that will include himself and others from the Governor's Office and/or DAS, and also representatives from SOREDI and The Job Council. The objective for this meeting will be to lay out all the issues relative to co-location from each partner's perspective, and to identify work we can do together as a team to move forward to address these issues and craft some cost-effective options that would result in the creation of a unified WorkSource Oregon One-Stop Center and Business One-Stop for Jackson County/Medford.

Please feel free to contact me if you have any questions. Thanks for your continued partnership in these efforts.

Best regards,
Jim

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Rogue Workforce Partnership



May 7, 2012

Jeff Griffin
Regional Coordinator, Southwest Oregon
Southern Oregon Solutions Center
673 Market Street
Medford, OR 97504

Dear Mr. Griffin,

Per your request, attached you will find a concept paper related to the One-Stop facilities co-location project we've been working on intensively with your office and other regional partners over the past twelve months.

As you know, the Rogue Workforce Partnership and The Job Council have spearheaded this initiative to convene key leaders from our region's education, economic and workforce development organizations. While our immediate goal is to better align state and regional resources into two integrated One-Stop facilities, our long-term vision is to find more collaborative, cost-effective, and community-based models for the delivery of the publicly funded services in our community. By partnering with businesses and other community partners, our ultimate goal is to generate better results from these public and private investments for our community, while continually finding more cost savings.

In July 2011, we convened our first meeting of regional partners, including executive leaders from Southern Oregon University, Rogue Community College, the Governor's Regional Solutions Center, SOREDI (Southern Oregon Regional Economic Development, Inc.), the Oregon Employment Department, Sustainable Valley Technology Group, the Southern Oregon Angel Investment Network and The Job Council / Rogue Workforce Partnership. In this and subsequent meetings, we have begun developing our vision for an expanded and more integrated downtown Medford based "campus" that would incorporate these many partners whose coordinated investments are critical to the long-term economic vitality of our region.

In this document, you will find the culmination of this thinking to date, at least from the perspective of the leadership of the Rogue Workforce Partnership. You will also find specific requests for additional assistance from your office, the Governor's Office and other State agencies to help us take this regional initiative to the next level of fruition, specifically for the two One-Stop Centers - one for job seekers and the other for business customers.

Thank you for your consideration of these requests. As, always, I appreciate your partnership and commitment to a common vision for improving the economic vitality of Southern Oregon.

Sincerely,

James G. Fong
Executive Director, The Job Council and
Executive Staff, Rogue Workforce Partnership

Cc: Laurie Warner, Oregon Employment Department
Ron Fox, SOREDI

Nikki Jones
Express Employment
Professionals & RWP Chair

Lyndell Smothers
Fire Mountain Gems & Beads &
RWP Vice-Chair

Peter Angstadt
Rogue Community College

Wes Brain
Service Employees International
Union

Chris Cahill
Hunter Communications

Susan Channer
Organization of the Forgotten
American

Greg Edwards
ASANTE Health Systems

Jim Fong
The Job Council

Ron Fox
Southern Oregon Regional
Economic Development, Inc.

John Gallo
StaffChex

Gail Gasso
Oregon Employment Department

Mary Holbrook
Junior Achievement

Fred Holloway
Holloway Human Resources

Pete Karpa
Oregon Vocational
Rehabilitation Services

Michael Kidwell
U.S. Department of Veterans
Affairs - Southern Oregon
Rehabilitation Center & Clinics

Jim Klein
Southern Oregon University

Michael Klem
Electricians Local 659

Clairine Lizana
Crater Lake Electrical - Joint
Apprenticeship Training Center

Phil Long
Medford 549C School District

Doug Mares
Oregon Department of Human
Services

Suz Montemayor
Motorcycle U.S.A. Motorcycle
Superstore

Tamara Nordin
Pacific Retirement Services

Randy Ramey
Abdill Career College

Betty Welden
Southern Oregon Goodwill
Industries





Welcome Process Check List

WorkSource Oregon Employment Department www.WorkingInOregon.org

Customer Name:		Job-Seeker ID:	Password:
<input type="checkbox"/> Veteran's Preference	Referring Staff:	Time Submitted:	
Complete Initial Registration			
<input type="checkbox"/> Review information for completeness and accuracy* <input type="checkbox"/> Name and address should be in both upper and lower case (not in all caps or all lower case)* <i>(Example: John Doe, 1234 Main Street Medford, Oregon 97501)</i>			
Update your iMatchSkills® Registration			
<input type="checkbox"/> Contact Information: Mark this section to allow employers to see your iMatchSkills® Work History resume information and to contact you directly. <input type="checkbox"/> Job Preferences: Select all areas in which you are willing to work. Select "Either" to be available for full or part time employment. <input type="checkbox"/> Occupations: Select all relevant occupation categories of jobs you want to be matched to, both those you have done and those you are interested in pursuing. <input type="checkbox"/> Occupational Skills: Click the red "ADD" buttons to select the skills you have the training or experience to perform. Be sure there are no red "ADD" buttons left on the screen before moving on to the next section. <input type="checkbox"/> Work History: <ul style="list-style-type: none"> • List all work history for <i>at least</i> the last 5 years. • Use upper and lower case. • Provide detailed job duty descriptions. (See example on the back) • Use "Edit" and "Delete" buttons to delete all duplicates. <input type="checkbox"/> Education: List your schools, the grade or level that you completed, your major (if applicable), and any degrees or certificates received.			
Run a Job Match			
<input type="checkbox"/> Click "Match Me to Jobs." List jobs you would like a referral for below:			
Job ID Number		Job Title	
_____		_____	
_____		_____	
_____		_____	
Meet with a Business & Employment Specialist (Debrief)			
<input type="checkbox"/> Speak with WorkSource Oregon Staff: <ul style="list-style-type: none"> • Return this form to staff stationed at the reception desk • Desk-side appointments will be completed in the order received by staff • Review your completed registration with an employee of the Oregon Employment Department and establish next steps in your work search process. 			

Contact Information:

1. Allow employers to see your iMatchSkills@ Work History resume information.
2. Allow employers to contact you directly.

Contact Information

Home Phone: (503) 555-5555
 Cell Phone: (503) 123-4567
 Contact Requests: Yes, release my contact information to employers.
 Résumé Availability: Yes, release my résumé to employers.
 Contact Preferences: Phone Mail

Job Preferences:

3. Select all cities you are willing to work in.
4. Select "Either" to be available for full or part time employment.

Job Preferences

Wage Desired: \$8.80 per Hour
 Shift(s): 1st (Days)
 2nd (Swing)
 Full/Part Time: Full or Part Time

Match Areas: Eugene
 Springfield

Occupations:

5. Select all relevant occupation categories for jobs you want to be matched to now going forward.
6. Add both jobs you have done and those you are interested in pursuing.
7. Select "none" under experience to be matched to jobs you want to be matched to that don't require experience.

Select	Occupations you are seeking	Experience
<input checked="" type="checkbox"/>	Cashiers	At least 1 year
<input checked="" type="checkbox"/>	Customer Service Representatives	At least 1 year
<input checked="" type="checkbox"/>	Helpers--Production Workers	At least 5 years
<input checked="" type="checkbox"/>	Production Workers, All Other	At least 5 years
<input checked="" type="checkbox"/>	Receptionists and Information Clerks	None
<input checked="" type="checkbox"/>	Retail Salespersons	At least 1 year
<input checked="" type="checkbox"/>	Team Assemblers	At least 5 years
<input checked="" type="checkbox"/>	Tellers	None

OCCUPATIONS to this list.

Occupational Skills:

8. Click all red "ADD" buttons.
9. Select the skills you have the training or experience to perform.
10. Be sure there are no red "ADD" buttons left on the screen before moving on to the next section.

Occupational Skills	Skills
<input type="button" value="EDIT"/> Customer Service Representatives skills	[22]
<input checked="" type="button" value="ADD"/> Medical Secretaries skills	[30]
<input checked="" type="button" value="ADD"/> Office Clerks, General skills	[27]
<input type="button" value="EDIT"/> Receptionists and Information Clerks skills	[36]

Select your skills. Experience:

Helpers--Production Workers skills

- apply health and sanitation standards
- clean work areas
- clean, fuel and service power equipment
- follow safety procedures
- follow set industrial and manufacturing machine operation procedures
- hand pack products for shipment

Work History:

11. List *all* work history that supports the occupations you are currently seeking.
12. Include *at least* the last 5 years (10 is better).
13. Use upper and lower case (Not all CAPS!)
14. Provide *detailed* job duty descriptions.
15. Use "Edit" and "Delete" buttons to delete any duplicates.

Work History

Joe's Variety Store (Jan 2002 to May 2012)
Customer Service
 Provided excellent customer service. Assisted shoppers in the selection of merchandise and recommended products and additional items. Used cash register to accept payments and make change; processed debit and credit transactions. Stock and organize goods received into inventory.

My Work History

1. Joe's Variety Store: Customer Service
 Jan 2002 to May 2012

Education:

12. List the names of schools attended.
13. Select grade completed and/or certificates/degrees received (with major, if applicable.)

Education History

Doctorate in Psychology
 Harvard University
 High School Diploma/GED
 Happy Valley High School



ACTION BRIEF

TO: JIM FONG, EXECUTIVE DIRECTOR
FROM: DAVE ABBOTT, DIRECTOR OF ADMINISTRATION
DATE: JANUARY 9, 2009
SUBJECT: APPROVAL OF PROCUREMENT OF GOODS AND SERVICES
POLICY

PURPOSE

The purpose of this action brief is to recommend that the Executive Director approve the proposed procurement of goods and services policy to replace the existing procurement policy. Included with this brief, is the finalized version of the new document.

BACKGROUND

The basis of this recommendation stems from the need to realign the overall functionality of The Job Council's procurement system to allow more flexibility in soliciting goods and services while adhering to state and federal requirements for procurement.

RECOMMENDATION

From a process standpoint, draft versions of the procurement policy have been review by the Chief Operating Officer, the Finance Manager, Contract Analyst, and the Director of Administration.

Based on the above, it is my recommendation that the Executive Director formally adopt the proposed Procurement of Goods and Services policy as a replacement for the original procurement policy.

Action Brief
Approval of Procurement of Goods and Services Policy
Page 2

James G. Fay
Executive Director

1/9/09
Date

Approved

COMMENTS: _____

Approved as Amended

Not Approved

Copy to me

DAA/br

Policy # 3-08
Category: Administrative

**THE JOB COUNCIL
POLICY STATEMENT**

TYPE OF POLICY:

 BOARD OF DIRECTORS
 X ADMINISTRATIVE
 PROGRAMS

SUBJECT PROCUREMENT OF GOODS AND SERVICES

PURPOSE

This policy provides combined state, local, and federal guidance regarding the procurement of goods and services by entities receiving Workforce Investment Act (WIA) funds. These entities include but are not limited to regional sub-grant recipients, contractors, and lower tier sub recipients.

REFERENCES

1. Title 20 Code OF Federal Regulations (CFR) 663.410
2. Title 20 CFR 667.200
3. Title 29 CFR 93
4. Title 29 CFR 95.40 through 48
5. Title 29 CFR 97.36
6. Title 29 CFR 98
7. ORS 279A.025 (2) (r)
8. ORS 279B.075
9. OMB Circular A-87

BACKGROUND

The WIA regulations at 20 CFR 652 provide guidance for the administration of the WIA program. The guidance includes specific direction and referral to 29 CFR 95 for institutions of higher education, hospitals, and other nonprofit and commercial organizations, and to 29 CFR 97 for state and local governments. While the format and wording of Part 95 and Part 97 vary slightly, the intent of the federal government is consistent: procurement policies must ensure free and open competition and must secure the best possible price.

The Job Council, in its capacity as an intergovernmental entity, will abide by the uniform administrative requirements of 29 CFR Part 97 and 29 CFR Part 95.40 for the purposes of procuring goods and services.

DEFINITIONS

Procurement – For purposes of this policy, the term "procurement" includes any acquisition action which obligates WIA funds for the purchase of equipment, materials, supplies, and services beginning with the process for determining the need and ending with contract completion and closeout. Non-WIA procurement will be governed by either the requirements specific to federal or state granted funds or Oregon Law for the public trust corporations, as appropriate.

Competitive Proposals – Competitive proposals are used when there is more than one prospective bidder, the lowest price is not necessarily the determining factor for award, and either a fixed-price or cost-reimbursement agreement will be awarded. The competitive proposal method also meets the standards for "full and open competition" and is appropriate when the agency seeking goods or services is looking for a variety of methods that may be employed to achieve the results called for in the Request for Proposal (RFP). Often, the evaluation factors will focus on approach, program design, innovation, coordination, and experience.

The Invitation for Bid (IFB) – The IFB is publicly advertised and bids are solicited from an adequate (more than two) number of known suppliers. The IFB contains all "specifications and pertinent attachments" and defines the items or services to be procured in sufficient detail for the bidders to respond properly. All submitted bids are sealed and publicly opened. A firm fixed-price contract is awarded to the lowest responsive and responsible bidder. Any or all bids may be rejected if there is a documented reason.

Request for Proposal (RFP) – This type of document solicits offers from service providers for the delivery of a specific type of service. It includes a description of the product(s) or service(s) desired which enable a potential contractor to submit a proposal. The RFP will include information necessary for an objective evaluation and comparison to similar proposals.

The Job Council will openly publicize all RFP's. They must contain the specifications that provide a common understanding for the proposed goods or services sought and identify all the evaluation factors and their relative importance or weight in selection of successful bidders.

Proposals are publically solicited from an adequate number of qualified sources and a method for conducting technical evaluations of proposals and selection of awardees is in place. Awards are made to selected bidders whose proposals are most advantageous to the program based on price along with other evaluation factors. Proposals must meet all minimum requirements listed in the solicitation and must respond to all factors of the RFP.

This method is the appropriate form of solicitation when:

- The nature of the service needed precludes developing a specification or purchase description so precise that all proposers would have an identical understanding or approach to the requirements; and
- Cost is not the only factor considered in making an award; and
- The evaluation factors will focus on approach, design, innovation, and experience required providing the product or service requested.

Request for Quotation (RFQ) – A document which is used to acquire the price(s) and pertinent information needed from a vendor/supplier. Since the quotation is not a formal offer, the awarding agency must reach a bilateral negotiated agreement before a binding contract exists. A RFQ differs from an RFP in that it simply asks for a price based on standard specifications that are generally known or apply industry wide.

It is appropriate to use an RFQ when:

- A complete, adequate, and realistic specification or purchase description is available; and
- There are at least two responsible vendors who compete effectively for the award; and
- The procurement lends itself to a negotiated firm fixed-price contract and selection of a contractor based wholly on price is appropriate and reflective of the nature of the products or service being purchased.

Solicitation – A solicitation is the practice of distributing an Invitation for Bid, Request for Proposal, or any other document, such as a Request for Quotation, issued by a purchasing agency for the purpose of soliciting offers to perform a contract. Solicitations are to include:

- Clear and accurate descriptions of the goods or services being procured.
- Description must not contain features that restrict competition.
- All requirements that must be fulfilled and all other factors used in evaluating bids or proposals.
- Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards.
- Preference for ecologically sound and energy-efficient products.
- Refer to established resolution protocols of all contractual and administrative issues arising out of the procurements unless the issues concern violations of statute which are to be referred to the proper federal, state, or local authority as may have jurisdiction.
- Procurement practices should encourage the utilization of small businesses, minority-owned firms, and women's business enterprises whenever possible.

POLICY

It is the policy of The Job Council (TJC) to use competitive selection in all procurement to ensure maximum open and free competition to the extent possible unless price reasonableness

Policy # 3-08

Procurement of Goods and Services

Page 4

can be established on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulation.

The Job Council administrative office and the regional sub-grant recipients will maintain The Job Council policy entitled "Code of Conduct" as a written code or standards of conduct which will govern the performance of their officers, employees, or agents engaged in the award and administration of contracts supported by federal funds.

EXCLUSIONS

The following exclusions will apply to this policy:

- On-The-Job Training (OJT) – The competitive provisions of this policy will not apply to OJT employers, except in the procurement of OJT brokering services.
- Individual Training Accounts (ITA) – The delivery of classroom training from vendors through an ITA as described in 20 CFR 663.410 is excluded if the cost falls within the guidelines of the small purchase procedures.
- Staff Services – This policy will not apply to the purchase of staff services wherein TJC or its agents are acting as the employer of record.
- Contracts for Employee Benefit Plans – As provided in ORS 279A.25 (2) (r).

METHODS OF PROCUREMENT

For the purpose of this policy, procurement will be made by the following methods:

Small Purchases – In order to promote efficiency and economy in contracting, the Department of Labor administrative requirements allow for a simplified purchase process for procurements of less than \$100,000 for governmental agencies (Part 97). The process provides for relatively simple and informal methods that are sound and appropriate for the specific type of procurement involved. This method is appropriate only when price is the overriding factor and may be easily quoted and compared, delivery is standardized, and performance outcomes are not dependent upon the content of the goods being procured.

It is the policy of The Job Council that the following guidelines for small purchases will apply:

- Purchases Less Than \$500 – For purchases of less than \$500, the Finance Department has the authority to select a specific vendor and issue a purchase order with the following exceptions:
 - Purchases that are covered by an existing contract or blanket purchase order.
 - Purchases of \$500 or more that are purchased by installment.
- Purchases of \$500 but Less Than \$5,000 – For purchases of this range, the Finance Department has the authority to select a vendor and place a purchase order without obtaining additional competitive quotes. This authority is intended not to eliminate competitive

quotations, but rather to expedite the purchasing process, as dollar values may not justify further solicitation effort. To the extent feasible, competitive quotes will be obtained. The Executive Director must approve all purchases for single unit items that exceed \$1,000.

- Purchases of \$5,000 but Less Than \$50,000 – Requires, at a minimum, three (3) verbal quotations from vendors and must be documented in writing with preference for award to the lowest quote.
- Purchases of \$50,000 but Less Than \$100,000 – Requires, at a minimum, three (3) informal written quotes from vendors and must be documented in writing with preference for award to the lowest quote.
- Purchases of \$100,000 or Higher – Requires Competitive Sealed Bids. In this type of procurement bids are publicly solicited for which a firm fixed-price (lump sum or unit price) or other fixed price arrangement is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the Invitation for Bids (IFB), is the lowest price. Competitive sealed bids are most effective when the procurement specification can adequately describe and define the item or service. If competitive sealed bids are used, the following procedural requirements will apply:
 - The IFB is developed inclusive of project description, time and date for submission, and all requirements for responsiveness.
 - Reasonable effort will be made to publicize the IFB to the widest practical area of circulation.
 - The IFB contains all "specifications and pertinent attachments" and defines the items or services to be procured in sufficient detail for the bidders to respond properly.
 - All submitted bids are to be submitted and recorded to The Job Council's central office.
 - All bids are to be publicly opened.
 - All submitted bids are screened for meeting specifications and requirements as listed in the IFB notice. Incomplete or unqualified bids will be considered non-responsive and removed from the selection process.
 - The qualified bid with the lowest submitted price will be considered for contract award.
 - Following the initial selection of a bid, the agency and the vendor commence contract negotiations.
 - A firm fixed-price contract is then awarded to the lowest responsive and responsible bidder.
 - Any or all bids may be rejected if there is a documented reason.

Competitive Negotiation – A method of soliciting proposals from a number of sources through a publicly announced Request for Proposal (RFP) or Request for Quotation (RFQ). Negotiation are normally conducted with more than one of the sources submitting offers, and either a fixed price or cost-reimbursement type contract is awarded. If competitive negotiation is used, the following procedural requirements will apply:

- The solicitation of competitive offers will follow a process for advertising, evaluation, and award in accordance with the competitive standards contained in this policy.

Reasonable effort will be made to publicize the solicitation to the widest practical area of circulation.

- To promote reasonable competition that is consistent with the nature and requirements of the procurement, proposals will be current and solicited from an adequate number of qualified sources.
- The solicitation will identify all significant evaluation factors, including price or cost where required, and their relative importance.
- A technical evaluation of proposals received, including review by staff and/or Local Workforce Area committees will be completed and documented.
- Contract awards will be made to the responsible bidder whose proposal is most advantageous to TJC. In making an award, price and other factors will be considered and documented. Unsuccessful bidders will be notified promptly.

Non-Competitive (Sole Source) – This method is the solicitation of a proposal from a single source, or after solicitation of a number (more than one) of sources, competition is determined inadequate to fulfill the requirements of the agency. If this method is used, one of the following requirements is to be satisfied:

- All practical methods and efforts involving seeking competitive proposals have been fully exhausted and documented.
- The State Department of Community Colleges and Workforce Development authorize a non-competitive procurement.
- Competition is determined to be inadequate, after solicitation of a number of documented sources.
- The goods or services are for use in a documented pilot or experimental project.

For all noncompetitive procurement actions, a cost analysis is required. This includes verification of the proposed cost data and evaluation of the specific elements of cost and profits, including comparison with the agency's independent price estimate.

Noncompetitive procurements are allowable under CFR 97.36, but they are considered a "last resort" option and only used when there is a documented reason for sole source selection.

Written rationale/justification and any backup documentation for the method of procurement, selection of agreement type, selection or rejection criteria, and the basis for the contract price shall be kept in the file. A cost analysis entails verification of the proposed cost data and evaluation of the specific elements of costs, including comparison with the Agency's independent price estimate.

CONTRACT PRICING

The cost-plus method of contracting will not be used.

Price Analysis – A price analysis will be used in all instances to determine the reasonableness of a proposed contract price, including contract modifications. A price analysis is the process of examining and evaluating a price without looking at the estimated cost elements and proposed profit. It is used when price reasonableness can be established on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulations.

Cost Analysis – A cost analysis of the proposed contract or contract modification will be performed when the offeror is deemed a sub-recipient, individual cost elements have been requested, procurement is made by sole source method and/or, no catalog or market price is available. A cost analysis is the process that examines element-by-element, costs and related information presented in the cost and pricing data submitted by offerors. The method and degree of cost analysis is dependent on the facts surrounding each procurement.

Costs or prices will be consistent with reasonable and allowable cost principles. The offeror will certify that to the best of its knowledge and belief, the cost data are accurate, complete, and current at the time of agreement on price. Contracts or modifications negotiated based on data provided by the offeror may be adjusted, if it is discovered data is not accurate, complete, or current.

Profit – The following factors will be considered in determining whether income or profits are excessive:

- Complexity of work to be performed.
- The risk borne by the contractor.
- The contractor's investment.
- The amount of subcontracting.
- The quality of the contractor's record of past performance.
- Industry profit rates in the surrounding geographical area.
- Market conditions in the surrounding geographic area.

GENERAL REQUIREMENTS

All WIA funds expended by TJC, whether administrative or programmatic, must be approved by the Board of Directors through approval of the annual budget and WIA Plans. Funds so expended will be charged to the appropriate budgeted fund, cost category, cost objective, and line item.

The Job Council will ensure fiscal accountability and prevent fraud and abuse by acting in accordance with procurement standards established under the WIA. At a minimum, procurement will:

- Be conducted in a manner that provides full and open competition. Where appropriate, an analysis will be made of lease/rental versus purchase alternatives and any other appropriate analysis to determine which approach would be the most economical.
- Minimize the use of sole source procurement, and justify it in every case.
- Clearly set forth the requirements that bidders or offerors must meet and the factors to be used in evaluating bids or proposals.
- Include a clear and accurate written description of the technical requirements for the material, product, or service to be procured, including the method of procurement, selection and basis for the type of contract, criteria for contractor selection or rejection, contractor selection and basis for payment. Competitive procurement will not contain features which unduly restrict or eliminate completion.
- Contracts will be awarded to responsible bidders who possess the potential ability to perform successfully under the terms and conditions of the procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources. The contract award will also include the following provisions:
 - Clearly specify deliverables and basics for payment.
 - Compliance with all applicable regulations.
 - Assurance of nondiscrimination and equal opportunity as found in 29 CFR 34.20 is required; duration of obligation; covenants.
 - Certifications, where applicable, regarding debarment, suspension, lobbying, and drug free workplace.
 - The opportunity to protest the award. Protests will be processed under the Complaint Procedures contained in The Job Council policy entitled "Grievance Procedure."
- Procurement transactions between The Job Council and any other governmental or nonprofit agency or organization will be conducted on a cost reimbursable basis.
- To the extent possible, small firms, minority firms, and women-owned businesses will be included in bidder's lists, and will be targeted for mailings and advertised procurement. These firms will be provided the maximum opportunity to compete in all procurement of goods and services of The Job Council.
- In performance under this policy, WIA funds will not be used to duplicate facilities or services available in the area (with or without reimbursement) from federal, state, or local sources, unless it is demonstrated that additional capacity is needed or that alternative services or facilities would be more effective or more likely to achieve the performance goals and mission of The Job Council.

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Procurement of Goods and Services

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- Appropriate education agencies throughout Jackson and Josephine Counties will be provided an opportunity to provide educational services, unless the procuring organization determines through the competitive process that alternate agencies and organizations would be more effective or would have greater potential to enhance participant's occupational or career growth.

PROCUREMENT RECORDS

The Job Council and regional sub-grant recipients will maintain procurement records sufficient to detail the significant history of procurement. These records will include, but are not limited to, the following:

- Rationale for the method of procurement (small purchase, request for proposal, etc.).
- The selection of agreement type (cost reimbursement or fixed price).
- Awardees selection or rejections.

Records of solicitations shall include:

- Copy of the solicitation package including protest and negotiation procedures and settlement process, as applicable.
- Copy of the public notification.
- Bidders' list to which notices were mailed.
- List of all organizations/entities that received the RFP.
- Agenda and minutes of a bidders' conference (if held).
- Written responses to all clarifying questions received outside of the bidders' conference.
- Copy of each proposal received.
- Rating and scoring sheets completed in the evaluation process.
- Determination of demonstrated performance.
- Documentation of the rationale for selection and funding any offeror, which did not receive the highest score/ranking in the evaluation process.
- Completed cost or price analysis for each selected bidder.
- Copy of any submitted protests and the resolution of each.

All requests to purchase will be appropriately documented. Additional documentation will accompany the request to explain complex or special purchase requirements.

ACTION

The TJC administrative office and the regional sub-grant recipients shall follow this policy. This policy will remain in effect from the date of issue until such time that a revision is required.

Policy # 3-08

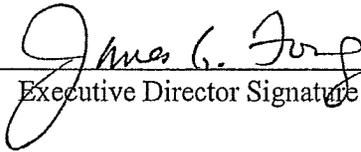
Procurement of Goods and Services

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INQUIRIES

Inquiries should be addressed to the Director of Administration at 842-2514.

APPROVED: _____


Executive Director Signature

DATE: _____

11/9/09

cc: Finance
Central
Policy Binder

DAA/br

**THE JOB COUNCIL
POLICY STATEMENT**

ACTION:

STATUS:

Amends # _____

Obsolete

Supersedes # _____

Superseded by # _____

TYPE:

- _____ BOARD OF DIRECTORS
- _____ PIC
- X ADMINISTRATIVE
- _____ OTHER (Specify)

SUBJECT: Program and Pre-Employment Inquiries Under the
 Americans with Disabilities Act (ADA)

POLICY:

The attached guides are adopted as The Job Council's approach to obtaining and using disability-related information about program clients, job applicants, and employees. The guides are:

- 1) Job Council Guide to Pre-Employment Inquiries Under the Americans with Disabilities Act; and
- 2) Job Council Guide to Program Inquiries About Disability appropriate under the Americans with Disabilities Act.

COMMENTS:

SOURCE: General Management Meeting

DATE 7/18/95

APPROVED: _____

DATE

Executive Director Signature

EFFECTIVE DATE: 7/18/95

EXPIRATION DATE:

KS/lkr
7/18/95
adapol

JOB COUNCIL GUIDE TO

PRE-EMPLOYMENT INQUIRIES UNDER

THE AMERICANS WITH DISABILITIES ACT

applicable to public employers and private employers with 15 or more employees

IN JOB APPLICATION PROCESS - *prior to* CONDITIONAL JOB OFFER

<i>May. . .</i>	<i>May not. . .</i>	<i>Comments/Rationale</i>
<p>Ask about the applicant's ability to perform specific job-related functions (both essential and marginal job functions) with or without reasonable accommodation.</p>	<p>Ask if the applicant has a disability (either general or a specific condition). This is true even if the employer legitimately would be able to exclude the applicant because of the disability (e.g., person with epilepsy would be prohibited from working as interstate truck driver).</p> <p>Ask an applicant with a known disability about the nature or severity of the disability.</p> <p>Ask if the applicant has a disability that would prevent him/her from performing the essential functions of the job with or without reasonable accommodation.</p> <p>Ask any follow-up questions about a disability that is disclosed by the job applicant.</p> <p>Ask if the applicant will need reasonable accommodation, or what accommodation will be needed, in order to perform job-related functions. This is true even if the applicant has a known or self-disclosed disability and/or has stated that s/he will need reasonable accommodation.</p>	<p>At the pre-offer stage, employers may ask applicants about the ability to perform job functions, but may not ask questions or require medical examinations that are likely to elicit information about a disability. At this stage, employers are to assess the applicant's ability to perform the job without regard to whether or not the applicant has a disability.</p>
<p>State the physical requirements of a job (such as the ability to lift a certain amount of weight, or the ability to climb ladders), and ask if the applicant can satisfy these requirements with or without reasonable accommodation.</p>	<p>Ask questions about physical capacity not specifically about the ability to perform job functions. This includes broad questions about major life activities, for example: "Can you stand?" "Can you walk?"</p>	<p>As above. At the pre-offer stage, employers are prohibited from asking questions that are likely to elicit information about disabilities, whether or not that is the intent of the employer's question.</p>
<p>Ask the participant to describe or demonstrate how s/he would perform job-related functions (essential and marginal), with or without reasonable accommodation, if (1) all applicants in the job category are asked to do so, or (2) the applicant has a known disability (obvious or self-disclosed) that could reasonably be expected to interfere with his/her performance of a required job function.</p>	<p>Ask an applicant with a known disability that cannot be reasonably expected to interfere with the performance of job-related functions to describe or demonstrate how s/he would perform the function, unless all applicants in the same job category are asked to do so.</p>	<p>If, in response to an employer's response to demonstrate performance, an applicant indicates that s/he will need a reasonable accommodation, the employer must either: (1) provide a reasonable accommodation that does not create an undue hardship, so that the applicant can demonstrate job performance, or (2) allow the applicant to describe, rather than demonstrate, how s/he would perform the job function.</p>

<i>May . . .</i>	<i>May not . . .</i>	<i>Comments/Rationale</i>
<p>Inform applicants on an application form or job announcement that the hiring process includes a specific selection procedure (e.g., written test, interview, job demonstration) and ask that job applicants inform the employer a reasonable period in advance of the need for a reasonable accommodation in order to access the selection procedure.</p> <p>Require applicants who request reasonable accommodation to provide documentation from an appropriate professional (1) stating that the applicant has a disability and (2) identifying the functional limitation for which reasonable accommodation is requested. For example, an employer may require that an applicant obtain documentation from a professional that she is unable to lift a certain amount of weight due to a disability, and therefore requires a reasonable accommodation.</p>	<p>Ask applicants if they need reasonable accommodation.</p>	<p>If an applicant voluntarily discloses that s/he will need a reasonable accommodation to access the selection process (take a test, demonstrate performance of a job function, etc.), the employer <i>may</i> ask what accommodation is needed for that specific part of the selection process.</p> <p>The employer may also ask for documentation from an appropriate professional that: (1) the applicant has a disability - because the employer is only required to provide reasonable accommodation if the applicant has a disability covered by ADA, and (2) the requested accommodation relates to a functional limitation resulting from the disability - because accommodation is not required if it is unrelated to the protected disability.</p>
<p>Ask if the applicant currently uses illegal drugs.</p>	<p>Ask an applicant about job-related injuries or workers' compensation history.</p>	<p>These questions are likely to elicit information about an applicant's disability. Also, Oregon law prohibits discrimination on the basis of application for Workers' Compensation.</p>
<p>Ask job applicants to voluntarily self-identify as individuals with disabilities for purposes of a legitimate required or voluntary affirmative action program, provided several safeguards are maintained (separate form used, information kept confidential, purpose of information clear, information actually used for affirmative action purposes, etc.)</p>	<p>Ask if the applicant takes legal medication.</p> <p>Ask if the applicant has ever used, been addicted to, or been treated for the abuse of illegal drugs.</p> <p>Ask how much alcohol the applicant consumes, if the applicant has ever been treated for alcoholism, or if the applicant "has a drinking problem."</p> <p>Ask "lifestyle" questions that are likely to elicit information about a disability. For example: "Do you need to eat a number of small snacks at regular intervals throughout the day in order to maintain your energy level?"</p>	<p>If an applicant tests positive for illegal drugs, the employer may ask the applicant if s/he has used legal drugs that could explain the test result. This can only be asked <i>after</i> the positive test result.</p>
<p>Ask a third party (e.g., job reference) anything that the employer could ask the applicant directly.</p>	<p>Ask a third party anything that the employer is prohibited from asking the applicant directly; e.g., if the applicant has a disability, the nature or severity of an applicant's disability, or if the applicant had any on-the-job injuries.</p>	<p>These questions are likely to elicit information about an applicant's disability. Also, Oregon law prohibits discrimination on the basis of application for Workers' Compensation.</p>

IN JOB APPLICATION PROCESS - *after* CONDITIONAL JOB OFFER

This stage is after a conditional offer of employment has been extended, but before the individual has started work.

May. . .	May not. . .	Comments/Rationale
<p>Condition the employment offer on the results of a medical examination/inquiry <i>as long as</i>: (1) all entering employees in the same job category are subjected to the examination/inquiry regardless of disability, and (2) the information is kept confidential.</p> <p>Ask questions about medical history, disability, prior sick leave usage, and workers' compensation history, <i>provided</i> the same questions are asked of all entering employees.</p> <p>Note: Even though ADA doesn't prohibit asking medical/disability questions that are not job-related at this stage in the hiring process, it would be very unwise for an employer to ask questions that do not relate specifically to job functions. Once the information is obtained, it is difficult for an employer to defend him-/herself against an allegation that the information was used to discriminate against an individual with a disability.</p>	<p>Use a post-offer medical examination or inquiry to screen out an individual with a disability, unless the individual either: (1) cannot perform the essential job functions with reasonable accommodation; or (2) poses a direct threat to the safety of self/others (using a very stringent standard) that cannot be lowered sufficiently by reasonable accommodation.</p> <p>Withdraw a job offer based on the applicant's disability, unless the reasons for the withdrawal are job-related and consistent with business necessity.</p>	<p>The idea is that the job offer is made based on a complete assessment of all nonmedical qualifications. Once the job has been offered, it is appropriate to make sure that the individual will be able to perform the essential functions of the job, whether or not the applicant has a disability.</p> <p>As with inquiries related to other "protected classes," it is important to stick to information that is really needed for the job. Asking extraneous questions opens an employer up to potential discrimination claims. At this point in the hiring process, it's legal to ask lots of medical questions, but it's <i>not</i> legal to use the information obtained to withdraw a job offer made to a qualified individual with a disability.</p>
<p>Require medical examinations or make medical inquiries <i>in addition</i> to those required of all entering employees <i>provided</i> they are in follow-up to medical information obtained through the examinations/inquiries required of all entering employees. For example, if all entering employees are asked if they have had back injuries, those who answer "yes" may be required to provide additional information or receive an examination.</p>		

<p>In response to the applicant's request, at the post-offer stage, for an accommodation to perform the job, require documentation of the individual's need for, and entitlement to, reasonable accommodation. Documentation may be required concerning both the applicant's status as an "individual with a disability" and his/her functional limitations.</p>	<p>Share medical information received in the course of "post-offer" information-gathering with anyone who does not have a "need to know."</p>	<p>The employer is only <i>required</i> to provide reasonable accommodation if the person meets the definition of an "individual with a disability," so it is reasonable that the applicant can be asked to "prove" this. Sufficient documentation may be requested/required in order to: (1) verify that the person meets the definition of an individual with a disability, (2) ascertain whether the functional limitations for which the accommodation is sought result from the disability; and (3) engage in an interactive process to determine an appropriate reasonable accommodation.</p>
<p>May . . .</p> <p>Following hire, disclose the following medical information to others only as noted.</p> <ul style="list-style-type: none"> · Inform supervisors, managers, and others overseeing the employee's work regarding necessary restrictions on the work or duties of the participant and necessary accommodations. · Inform first aid and safety personnel of a condition that may require emergency treatment. · Provide requested information to government officials investigating compliance with ADA. · Provide information to state workers' compensation offices, state second injury funds or workers' compensation insurance carriers in accordance with state workers' compensation laws. · Provide required information to insurers for insurance purposes. 	<p>May not . . .</p> <p>Disclose confidential medical information to anyone, including other staff, except as noted in the left-hand column.</p> <p><i>Note: Whether or not the applicant is hired, any medical information obtained during this part of the process must be separated into a confidential medical file. The only information that can be retained in a regular personnel file is the information on restrictions/accommodations and emergency first aid information.</i></p>	<p>Comments/Rationale</p>

7/18/95

JOB COUNCIL GUIDE TO

PROGRAM INQUIRIES ABOUT DISABILITY

appropriate under

THE AMERICANS WITH DISABILITIES ACT

INTAKE

With respect to services, a qualified individual with a disability is defined by the Directorate of Civil Rights as "an individual with a disability who meets the essential eligibility requirements for the receipt of such services." JTPA programs are prohibited from denying services on the basis of disability to a qualified individual with a disability.

May. . .

Ask questions necessary to determine target group status, provided it is clear that disclosure of disability status is voluntary. When making such inquiries, the applicant should be told: (1) the purpose of the inquiry, (2) that the confidentiality of the information will be safeguarded, and (3) that refusal to provide the information will not subject the individual to any adverse treatment.

Provide information about the objective assessment activity, and ask if the applicant will be able to participate in the activities as described, with or without an accommodation. If the applicant indicates that an accommodation is needed, ask what is needed. Information about requested accommodation must be provided to assessment staff so that they can provide an effective service to the participant.

(Reminder: Providing reasonable accommodation is only required if the person has a disability that meets the ADA definition. While accommodation is often desirable and appropriate even for medical conditions that don't meet the disability definition, this is something to keep in mind if an expensive accommodation is required.)

Ask questions about factors other than disability that will help determine suitability for JTPA.

May not. . .

Ask for information about the individual's disability beyond whether or not s/he has a disability that meets the JTPA definition(s).

Deny access to objective assessment on the basis of a disability, if the individual is otherwise suitable for JTPA. The exception to this is if objective assessment cannot be provided by making a reasonable accommodation. *Note: Accommodation is not required if it will cause "undue hardship." Undue hardship is difficult to justify and must be well documented.*

Comments/Rationale

The information needed for JTPA eligibility and target group status is simply whether or not the individual has a disability that meets the JTPA definition. Additional medical information is not required to make this determination.

At this point, we need to know if the person can attend objective assessment activities. Individuals with disabilities are to be integrated in the "regular" program to the maximum extent appropriate (by providing accommodation as needed). They may also be provided with different services that are *as effective* as the regular service, if integration is not possible and/or appropriate. However, the individual with a disability must be given the choice of whether or not to participate in any "special" program; s/he has the right to choose to participate in the "regular" program.

Also, recent assessment information from other sources (e.g., JOBS, VRD) may be used where available.

There are likely to be few situations where the individual's disability alone (and not other suitability factors) would preclude him or her from participating in objective assessment services.

Just like people without disabilities, people with disabilities may be seeking training but not employment, or otherwise have employment objectives or other factors that are not in line with the purpose of JTPA programs. The same suitability factors that are considered for others should also be considered for individuals with disabilities.

If informed of a medical condition that may require emergency treatment during participation in objective assessment, ask the applicant what information should be available to counselors and other staff for purposes of obtaining treatment if necessary. This information can and should be made available to staff working with the participant; it may be recorded in the participant file if the people using the file are the ones who would need the information.

Keep medical information in a file other than the separate, secure medical file, except for: (1) information for staff about necessary accommodations/restrictions for the objective assessment activity; and (2) first aid information pertinent to emergency treatment that may be required due to a medical condition.

At this point in the process, it is only appropriate to gather medical information for emergency treatment purposes that relates to the objective assessment activity.

ASSESSMENT - before job/training objective is identified

With respect to employment and employment-related training programs, a qualified individual with a disability is defined by the Directorate of Civil Rights as "an individual with a disability who meets eligibility requirements for participation in JTPA and who, with or without reasonable accommodation, is capable of performing the essential functions of the job or meets the qualifications of the training program, as applicable." JTPA programs are prohibited from denying services on the basis of disability to a qualified individual with a disability.

<p style="text-align: center;">May . . .</p>	<p style="text-align: center;">May not . . .</p>	<p style="text-align: center;">Comments/Rationale</p>
<p>Ask an individual if he or she needs an accommodation, if s/he appears to be having difficulty performing a 'requirement' of objective assessment. Accommodations are appropriate for many reasons, and do not normally require asking about disability.</p> <p>(Reminder: Providing reasonable accommodation is only required if the person meets the ADA definition of disability. While accommodation is often desirable even for temporary medical conditions that don't meet the ADA definition, this is something to keep in mind if an expensive accommodation is requested.)</p>	<p>Ask questions that may elicit information about a disability. This includes questions regarding health "problems," physical limitations, and being under a doctor's care. Questions about health and physical capacity are likely to elicit information about a disability, even if they do not directly ask about disability.</p>	<p>It is unnecessary to gather information about functional limitations until at least a general training/employment objective is identified. What may be a limitation in one occupation may not be a limitation in another. At this point in the process, our objective is to make sure the objective assessment service is provided to everyone in an equally effective manner.</p>
<p>Ask if a person is currently using illegal drugs.</p> <p>Obtain additional information regarding behavioral factors that might make successful participation in almost any training or employment highly unlikely. This could include referrals for assessment regarding chemical dependency and/or mental health. Alcoholism and mental illness do not preclude participation; but it is appropriate to observe and gather information necessary to determine if the individual can meet behavioral standards for training/employment.</p>	<p>Ask if a participant has a mental illness or chemical dependency.</p> <p>Ask questions such as: Have you ever used illicit drugs? Have you ever used alcohol? Have you ever had a drug or alcohol problem? Have you ever had treatment for a drug or alcohol problem?</p>	<p>Current use of illegal drugs is not protected as a disability under ADA. However, an individual who is in a drug treatment program, or who has completed a drug treatment program, and who is not currently using illegal drugs is protected under ADA.</p> <p>Individuals who use drugs and/or alcohol can and should be held to the same performance and behavior standards as other participants/employees.</p> <p>Individuals with mental illnesses are clearly protected under ADA. However, they must still be able to meet the performance requirements of the training/job, with or without reasonable accommodation.</p>
<p>Provide information about the essential functions and performance expectations of various training programs/occupations under consideration.</p> <p>Let participants know that in considering training/job options, they need to consider whether or not they would be able to perform the essential functions, with or without reasonable accommodation. As part of their occupational research, encourage participants to research the availability of accommodations that they would need for occupations of interest to them.</p>	<p>Steer an individual away from particular training programs/occupations based on a perception that an individual with a particular disability could not be successful in that training/occupation.</p>	<p>At the point that decisions are starting to be made about particular training programs/occupations, it is appropriate to provide information about training/job requirements and to ask the participant if s/he would be able to participate in the training/perform the essential functions of the job with or without reasonable accommodation. If the answer is no, that training/job is not an appropriate objective.</p>

ASSESSMENT - before objective identified (continued)

May. . .	May not. . .	Comments/Rationale
<p>If informed of a medical condition that may require emergency treatment during participation in objective assessment, ask the participant what information should be available to counselors and other staff for purposes of obtaining treatment if necessary. This information can and should be made available to staff working with the participant and may be recorded in the participant file.</p>	<p>Keep medical information in the participant's file, except for: (1) information for staff about necessary accommodations/restrictions; and (2) first aid information pertinent to emergency treatment that may be required due to a medical condition. This does not require or allow keeping information about the disability in the participant file.</p>	<p>At this point in the process, it is only appropriate to gather medical information for emergency treatment purposes that relates to the objective assessment activity. If the participant is enrolled in activities beyond objective assessment, this information should may be provided to other staff who will be working with the participant.</p>

ASSESSMENT - after job/training objective is identified, but no offer of JTPA training made
 Equivalent to applying for a job: Apply EEOC guidance regarding pre-employment inquiries

May . . .	May not . . .	Comments/Rationale
<p>Review training and occupational requirements and ask the participant if s/he can meet the qualifications of the training program/perform the essential functions of the job with or without reasonable accommodation.</p> <p>If participant is uncertain about whether or not an accommodation is feasible, assist him/her in identifying possible accommodations and/or refer him/her to community resources that can assist in identifying possible accommodations. Take advantage of the Job Accommodation Network's free consulting service: 1-800-526-7234.</p>	<p>Ask about the existence, nature, or severity of a disability.</p> <p>Ask, "Do you have a disability that would prevent you from performing the essential functions. . ."</p>	<p>In order to determine if an occupational objective is appropriate, it is important to get down to the specifics about training and occupational requirements. TJC and/or the participant may need to do some research to determine if an accommodation is possible to enable him/her to meet training/job requirements.</p>
<p>Ask the participant to describe or demonstrate how s/he would perform job- or training-related functions, with or without reasonable accommodation, if (1) all participants with the same training/employment objective are asked to do the same, or (2) the participant has a known disability (obvious or self-disclosed) that could reasonably be believed to interfere with his/her performance of a required training/job function.</p>	<p>Ask a participant with a known disability (obvious or self-disclosed) to describe/demonstrate how s/he would perform a particular function if others aren't also required to do so unless it is reasonable to believe that the disability will interfere with the performance of the function.</p>	

With respect to employment and employment-related training programs, a qualified individual with a disability is defined by the Directorate of Civil Rights as "an individual with a disability who meets eligibility requirements for participation in JTPA and who, with or without reasonable accommodation, is capable of performing the essential functions of the job or meets the qualifications of the training program, as applicable." JTPA programs are prohibited from denying services on the basis of disability to a qualified individual with a disability.

ENROLLMENT - making the decision to enroll for training Equivalent to conditional and final job offer

Apply ADA guidance regarding conditional job offers

With respect to employment and employment-related training programs, a qualified individual with a disability is defined by the Directorate of Civil Rights as "an individual with a disability who meets eligibility requirements for participation in JTPA and who, with or without reasonable accommodation, is capable of performing the essential functions of the job or meets the qualifications of the training program, as applicable." JTPA programs are prohibited from denying services on the basis of disability to a qualified individual with a disability.

<i>May. . .</i>	<i>May not. . .</i>	<i>Comments/Rationale</i>
Do any of the things listed for the assessment activity.		
Once a decision is made that all nonmedical information indicates that the participant is suitable for enrollment into training in a particular occupation, inform a participant that s/he will be enrolled in JTPA training provided s/he will be able to meet training requirements and perform the essential job functions with or without reasonable accommodation.		
Once the "conditional offer" of training is made (as above), ask the participant if an accommodation will be necessary to enable him/her to participate in training and perform essential job functions for the occupation.		
<p>If an accommodation is requested, require documentation concerning both the individual's status as an individual with a disability and his/her functional limitations.</p> <ul style="list-style-type: none"> · Verify with intake that the individual has a disability that meets the ADA definition. Reasonable accommodation is <i>required</i> if it's covered by ADA; otherwise, it's at TJC's discretion (consistent with JTPA guidelines). · Obtain additional information from appropriate professionals (e.g., physician, VRD) regarding the individual's functional limitations in order to: (1) ascertain whether the functional limitations for which the accommodation is sought result from the disability; and (2) engage in an interactive process to determine appropriate accommodation. <p><i>Note: Although the participant may be required to provide this information as a condition of enrollment for training/employment, it should only be required if it is necessary in order to determine the appropriateness of training/employment or of a particular accommodation.</i></p>	Share medical information received in the course of "post-offer" information-gathering with anyone who does not have a "need to know."	

ENROLLMENT (continued)

<i>May. . .</i>	<i>May not. . .</i>	<i>Comments/rationale</i>
<p>Following enrollment into training, disclose the following medical information to others only as noted.</p> <ul style="list-style-type: none"> · Inform supervisors, managers, and others overseeing the participant's work/training regarding necessary restrictions on the work or duties of the participant and necessary accommodations. · Inform first aid and safety personnel of a condition that may require emergency treatment. · Provide requested information to government officials investigating compliance with ADA. · Provide information to state workers' compensation offices, state second injury funds or workers' compensation insurance carriers in accordance with state workers' compensation laws. · Provide required information to insurers for insurance purposes. 	<p>Following enrollment into training, disclose confidential medical information to anyone, including other staff, except as noted in the left-hand column.</p> <p>Note: Following enrollment, any medical information obtained during this part of the process must be separated into a confidential medical file. The only information that can be retained in the participant file is the information on restrictions/accommodations and emergency first aid information.</p>	

SUBSEQUENT ACTIVITIES

With respect to employment and employment-related training programs, a qualified individual with a disability is defined by the Directorate of Civil Rights as "an individual with a disability who meets eligibility requirements for participation in JTPA and who, with or without reasonable accommodation, is capable of performing the essential functions of the job or meets the qualifications of the training program, as applicable." JTPA programs are prohibited from denying services on the basis of disability to a qualified individual with a disability.

When the ISS is developed, the Case Manager should have a pretty good idea what restrictions and accommodations will be needed throughout the planned training and employment. If more information is required at the time of an activity change due to an ISS modification, the process to be used is:

- Ask the participant what accommodation, if any, will be needed.
- Do *not* ask the participant any disability-related questions that are not specifically training- or job-related.
- Obtain any additional information needed to determine necessary restrictions/accommodations required because of a disability. If pertinent information was previously obtained, it can be retrieved from the confidential medical file for this purpose.
- Incorporate necessary accommodations into the participant's training.
- Provide information to those individuals overseeing the participant's training regarding restrictions/accommodations. This information may be retained in the case file.
- Separate all medical information except the specific information about restrictions/accommodations and any emergency first aid instructions (where applicable) and forward it to the confidential medical file.

REFERRAL TO EMPLOYERS FOR JOB PLACEMENT

Under the ADA, employers with 15 or more employees, and all state and local government employers, may not discriminate against qualified individuals with disabilities. These employers must reasonably accommodate the disabilities of qualified applicants or employees, unless undue hardship would result. They can ask about an applicant's ability to perform a job, but are not permitted to inquire if the applicant has a disability or subject the person to tests that tend to screen out people with disabilities. TJC cannot make job referrals to employers who discriminate.

Information about a disability, including information about restrictions/accommodations, may not be given to employers to whom participants are referred for unsubsidized placement.

Employers may be informed that TJC can help in identifying accommodations needed for individuals with disabilities referred by TJC. This should be done as part of general "marketing" and not in regard to a particular referral. Once an employer has agreed to hire an individual with a disability if a reasonable accommodation can be made, TJC can assist with identifying, and in some cases paying for, the accommodation.

Where a participant is stationed at an employer site for training (e.g., work experience) but is not an employee of that employer, the employer is treated as TJC's agent and can be provided the same information about restrictions, accommodations, and emergency medical treatment (as applicable) that is provided to other staff and trainers working directly with the participant. However, it is important that employers in this situation understand that the information is *only* to be provided to those individuals who need to know it in order to provide the training.

Individuals with disabilities who are seeking unsubsidized employment should understand the basics of their rights under the ADA.

Employers of 15 or more employees, as well as state and local governments, are subject to the ADA and are prohibited from inquiring about an individual's disability prior to making a job offer. When applying to these employers, the individual with a disability should know to focus on presenting information about his/her ability to perform essential job functions. S/he is not required to provide information about an ADA-qualifying disability until after a conditional offer of employment is made.

Small employers are not subject to the ADA. While the participant will want to "sell" him- or herself in essentially the same way, it may be appropriate for him/her to volunteer more information about accommodation that will be needed and how s/he feels the accommodation could be made to everyone's benefit.

The Job Council cannot make job referrals to employers who discriminate on the basis of disability, or use such employers as training sites for participants.

THE JOB COUNCIL WORKPLACE DIVERSITY POLICY

- The Job Council is an equal opportunity employer and is committed to maintaining a professional work and training environment where the diversity of its employees and participants is respected.
- In order to assure an environment where diversity is respected, it is necessary to recognize and work to eliminate the types of behavior that detract from such an environment. The purpose of this policy is to establish guidelines for the elimination of such behavior.
- The Job Council will take immediate and appropriate corrective action upon becoming aware of instances of workplace harassment as defined in this policy.
- Every Job Council employee and participant has the right to an employment and/or training environment free from discriminatory intimidation, insult, and ridicule, whether directed at the employee/participant or at the employee's/participant's relatives, friends or associates. For purposes of this policy, prohibited workplace harassment includes:
 - sexual harassment, prohibited by federal law and guidelines;
 - workplace harassment on the basis of race, color, religion, sex, national origin, age or disability, prohibited by federal law and guidelines;
 - harassment on the basis of any federal or State protected class (race, color, religion, sex, national origin, age, mental or physical disability, application for Workers' Compensation benefits, political affiliation or belief, marital status, expunged juvenile record, association with any person of a particular race, color, sex, national origin, marital status, age or religion, and, for WIA beneficiaries only, citizenship or participation in a WIA program); and
 - harassment on the basis of other known or perceived individual and/or group characteristics; for example, welfare status, sexual orientation, gender identity expression or physical characteristics.
- Sexual harassment, which is one form of workplace harassment, is further defined in The Job Council's Sexual Harassment Policy.
- It is the responsibility of each employee to be sensitive to and respectful of individual and group differences, and to refrain from behavior that would be considered disrespectful or hurtful by individuals with a particular shared characteristic.
- It is the responsibility of Job Council employees to support each other in identifying and eliminating inappropriate behavior. As some behavior (such as jokes about a particular class of individuals) may be considered harmless or well-intentioned, it is likely to go unchecked unless co-workers are willing to point out its inappropriateness.

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Workplace Diversity Policy (continued)

Wherever possible, it is preferred that disrespectful behavior be eliminated through early and positive action (training, consciousness-raising, communication) rather than through complaints and disciplinary action.

- For purposes of this policy, workplace harassment is any verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of an individual or group characteristic (as defined above) or that of his/her relatives, friends, or associates, and that:
 - 1) has the purpose or effect of creating an intimidating, hostile, or offensive work/ training environment;
 - 2) has the purpose or effect of unreasonably interfering with the individual's work/ training performance; or
 - 3) otherwise adversely affects the individual's employment opportunities.
- Harassing conduct includes, but is not limited to:
 - 1) epithets, slurs, negative stereotyping (including negative stereotyping in jokes), or threatening, intimidating, or hostile acts, that relate to race, color, religion, gender, national origin, age, disability, or another individual or group characteristic; and
 - 2) written or graphic material that denigrates or shows hostility or aversion toward an individual or group because of a particular individual or group characteristic and that is placed on walls, bulletin boards, or anywhere on the work premises, including work stations, or circulated in the workplace.
- Harassing conduct is considered to be sufficiently severe or pervasive to alter the conditions of employment/training and create an intimidating, hostile or abusive work/ training environment if it would be viewed as such from the perspective of other individuals with the same characteristic(s) as the alleged victim.
- Because non-Job Council employees can also be responsible for creating an environment of harassment at The Job Council, staff are also strongly encouraged to report conduct by individuals other than Job Council staff but which affects the work or training environment at The Job Council as defined in this policy. Such individuals may include, but are not limited to, staff of partner agencies, business representatives visiting The Job Council, contractor staff, non-employees working at The Job Council, and participants.
- Employees are strongly encouraged to report prohibited conduct, and conduct which makes them uncomfortable - whether or not it is clearly prohibited - to their supervisors, the Executive Director, and/or the Equal Opportunity Officer as soon as possible. Any Job Council supervisor or other manager who becomes aware of an alleged or actual incident or pattern of workplace harassment is required to report the information to the Executive Director as soon as possible.

-continued-

Workplace Diversity Policy (continued)

- All reported incidents of workplace harassment will be investigated and dealt with on an individual basis. Job Council staff engaging in conduct prohibited by this policy will be subject to disciplinary action as outlined in the Job Council Personnel Policies.
- Employees and participants may use The Job Council's Complaint and Grievance Procedures to file formal complaints. Workforce Investment Act (WIA) staff and participants may also access the Directorate of Civil Rights complaint procedure (also described in The Job Council's Complaint and Grievance Procedures) where appropriate.

Each employee, supervisor, and manager is responsible for implementing this policy and for maintaining and reinforcing the values and behaviors associated with an environment of equal opportunity.

The Job Council's Personnel Policy, General Provisions, Section 1.5
Commitment to Equal Employment Opportunity (EEO)
(Excerpt attached below)

1.5 Commitment to Equal Employment Opportunity (EEO)

TJC is an equal opportunity employer. All employment policies, actions, and activities, including but not limited to those described in TJC's Personnel Policies, shall be based on organizational necessity and individual qualifications and performance and not on race, color, national origin, gender, age, disability, religion, marital status, expunged juvenile record, application for workers' compensation benefits, or association with anyone of a particular race, color, national origin, marital status, gender, age, or religion.

Employment applicants and employees, and individuals who apply for and/or TJC clients shall receive fair, equitable, respectful, and non-discriminatory treatment by TJC staff at all levels. TJC programs shall focus on maximizing each person's ability to achieve his or her program objectives while minimizing real and perceived barriers caused by discrimination.

TJC shall promote nondiscrimination by regularly reviewing employment and service practices susceptible to discrimination and taking prompt action to correct any identified concerns. Staff training on equal opportunity/nondiscrimination shall be provided periodically to keep staff up-to-date on equal employment policy and responsibilities.

11/11/11

TJC=s Equal Employment Opportunity Officer shall coordinate equal opportunity activities and report directly to the Executive Director on equal opportunity matters. It is the policy of TJC to take affirmative action toward the elimination and prevention of discrimination and harassment, whether intentional or not, in TJC employment practices.

