

AGENDA Oregon Workforce Investment Board June 21, 2013 1:00 – 4:00 pm Linn County Fair & Expo 3700 Knox Butte Rd. Albany, OR 97322		
Oregon at Work Quality Jobs – Skilled Workers Contributing to a strong state economy and local prosperity		
Meeting Theme: Sector Strategies		
I. Open Public Comment	Chair	1:00 pm
<i>The Oregon Workforce Investment Board is a public body. The public is welcomed to submit written or verbal comments during this portion of the meeting.</i>		
II. Introductions, Agenda Review & Announcements	Chair	1:05 pm
III. Consent Agenda	Chair	1:20 pm
- May 3, 2013 meeting minutes		
<i>The Board will approve the consent agenda without discussion unless prior notice is received to remove any item from the consent agenda.</i>		
IV. Action: Work plan for greater alignment and integration of the workforce system	PFM Group Page 10 and Appendix C	1:25
V. Information: Current status of sector implementation	Page 12	1:55
1. Short overview of sector strategies and how State WIBs have supported them (Agnes - 5 min)		
2. Presentation healthcare and manufacturing sectors mapping (Audrey Theis & Jo Isgrigg – 40 min)		
3. Local presentation on sector strategy implementation (Oregon Workforce Partnership – 20 min)		
4. State level work plan to support Sector Strategies (state agencies – 5 min)		
VI. Action: Determining how OWIB will support sector strategies	Page 16	2:30
VII. Action: Selecting a “report card” format	Page 17	3:15
VIII. Committee reports	Page 18	3:30
- System Innovation		
- Certified Work Ready Communities		
- Green Jobs Council		
Thank you to Cam and Laurie		
VIII. Adjourn		4:00

Oregon Workforce Investment Board meetings are held in accordance with open meeting laws and with accessibility requirements. If there is a person with a disability who may need assistance in order to attend or participate in a meeting or if a person wishes to offer comments on any item on the agenda, please notify Yolonda Garcia at 503-947-5949. TTY is also available: 1-800-735-2900. A sign-up sheet for those who wish to offer comments or testimony on any item will be available at the meeting.

Oregon Workforce Investment Board

2013 Meeting Schedule

Meeting Times:

***1:00 pm – 4:00pm**

Date	Location
September 20 th	TBD
November 8 th	TBD
December 6 th	TBD

For more information, please contact:

Yolonda Garcia OWIB

Support Staff (503)

947-5949

yolonda.garcia@state.or.us

***Times subject to change**

**Directions to Linn County Fair & Expo 3700 Knox Butte Rd.
Albany, OR 97322 (Directions per Google Maps)**

From I-5 Northbound

Take exit **234** toward **Knox Butte**

Turn right onto **Knox Butte Rd E** (Destination will be on the right) Linn County Expo Center 3700 Knox Butte Rd E, Albany, OR 97322

From I-5 Southbound

Take exit **234A** toward **Fair/Expo/Knox Butte**

Merge onto **Airport Rd SE**

Turn right onto **Pacific Blvd SE**

Slight right onto **Knox Butte Rd E** (Destination will be on the right About 1 min) 3700 Knox Butte Rd E, Albany, OR 97322

Oregon Workforce Investment Board DRAFT Date: May 3, 2013 Time: 1-4pm Location: Holiday Inn Portland South (Wilsonville) 25425 SW 95th Avenue Wilsonville, OR 97070	
Type of meeting:	Oregon Workforce Investment Board (OWIB)
OWIB Staff:	
Note Taker:	Yolonda Garcia
Attended:	Agnes Balassa, Jesse Gamez, Lori Luchak, Ken Madden, Camille Preus, Marvin Revoal, Cheryl Roberts, Claire Spanbock, Alan Unger, Kate Wilkinson
Others Attending:	Jim Fong, Jordana Barclay, Laura McKinney, Tim McGann, Clay Martin, Tom Erhardt, Paul Hill
Guest Speaker:	Karen Humelbaugh, Bridget Dazey, Jerry Buzzard, Kim Freeman, Kim Parker
Workforce Policy Cabinet	Bruce Schafer, Carol Lamon, Erinn Kelley-Siel, Laurie Warner, Stephaine Taylor
Unable to Attend:	Susan Brown, Dave Baker, Barbara Byrd, Rep. Michael Dembrow, Sen. Larry George, Megan Helzerman, Rep. John Huffman, Susan King, Rosie Pryor, Sen. Diane Rosenbaum

Call to Order

The Vice Chair, Ken Madden, called the meeting to order at 1:13pm.

Approval of Past Meeting Minutes

A motion was made by Lori Luchak and seconded by Alan Unger and unanimously carried to approve the minutes from the March 8, 2013 meeting.

Announcements-Ken Madden

Welcome New Member

Vice Chair Ken Madden introduced Claire Spanbock the new member of the OWIB. Claire Spanbock has been with Kaiser Permanente for the past seven years. In her role Claire oversees Surgical Services for Kaiser Westside Medical Center due to open in August 2013 and is the Administrator for Kaiser's three Ambulatory Surgery Centers.

Agenda Review and Introductions

In order to achieve optimal results at OWIB meetings, the OWIB will initiate a more focused/thematic approach. The focus will be as follows:

1. Innovation-May meeting
2. Sectors-June meeting
3. Work Ready Communities-September meeting

The Board agreed that this approach will help them move forward and accomplish tasks more efficiently.

Updates on Governor and State Level Efforts to Support System-Agnes Balasa

OWIB update

Agnes reminded the Board that the OWIB still needs private sector members. Please send any member recommendations you may have to Agnes Balassa. Agnes also informed the OWIB that the Governor's Office is in the process of seeking a new staff person who will serve as OWIB Executive Staff. The Governor's Office and Yolonda will be doing their best to meet the OWIB staffing needs in the interim.

Contractor to support workforce system change efforts

The three agencies that provide workforce services (Community Colleges and Workforce Development (CCWD), Department of Human Services (DHS), Employment Department (OED) have partnered with the Governor's Office and the Department of Administrative Services to hire a contractor to help with the system innovation effort. The contractor will help us with messaging and policy guidance and will make recommendations about how to align the workforce system and the infrastructure supporting it to better implement the OWIB strategic plan.

Compacts

We are still working on compacts and they are expected to be ready for OWIB to review in September 2013.

Executive Order

The Executive Order will be released in July after the Legislative session has ended.

System Innovation : Co-location-Marvin Revoal and Others

The Systems Innovation Committee has requested that OWIB consider focusing on co-location as a mechanism to create a better way to provide services to Oregonians. Karen Humelbaugh shared a PowerPoint presentation to help the OWIB grasp what co-location is and what has been done in the past in regards to co-location as well as the OWIB role regarding co-location. Below are some of the highlights from the presentation:

- What is Co-location?
 - The placement of several entities or services in a single location (One-stop)
 - Co-location is a precursor to integration of services creating more convenient access for customers
 - Increased co-location in WorkSource Centers (One- stop) has been an OWIB priority since at least 2005
- Federal Guidance (Workforce Investment Act)
 - Requires each local workforce area to have at least one "One-stop Center"
- OWIB's Role
 - OWIB defines criteria Local Workforce Investment Boards use to certify One-stop Centers
 - OWIB provides guidance via the Strategic Plan
 - OWIB issues policies to guide state and local implementation
- OWIB has addressed this issue in the past, and provided the following guidance
 - **2005-2007 State Plan**-States mandatory partners will be co-located within two years, with exceptions for long term leases, lack of partners

- **2007-2009 State Plan**-Includes co-location language, but focuses on “multi-disciplinary service integration” for customers at WorkSource Centers
- **2009-2011 State Plan Modification**-Co-location replaced with “multi-disciplinary service integration” and “interagency teams.” “Service Integration” focused on WIA Adult/Dislocated Worker and Employer Service programs
- State Role
 - Agencies provide staff and resources for the WorkSource system
 - Agencies are guided by OWIB, state, and federal policies as they conduct their business
 - Agencies own/lease buildings to house state and other staff who provide services
 - Agencies have been working to co-locate programs - multiple factors impact whether they have co-located with WorkSource or with other programs
- Local Role
 - Local Workforce Investment Boards certify WorkSource Centers based on federal and OWIB policy –
 - All LWIBs have a certification process in place to ensure quality service delivery and continuous improvement
 - OWIB certification criteria include service integration
 - OWIB certification policy doesn’t require co-location
 - Local Workforce Investment Boards oversee the local one-stop system

OWIB was asked to consider the following questions:

Does OWIB want to take on a more aggressive role to increase co- location? What would the locals and the state need from OWIB and the System Innovation Committee if the OWIB decided to make this a priority?

- What would be required of OWIB in this role?
- What would success look like?

CCWD, DHS and OED presented information about how and why they have chosen to co-locate workforce services in the past. Many of the buildings that house one-stop WorkSource Centers or the partners who provide services are owned by state agencies. Three themes emerged from this discussion – the limitations of publicly purchased buildings and the challenges they can create to integrating more partners into sites, the desire all public agencies to find new ways to better serve the populations who use their services, and the Workforce Investment Act’s flexibility for how mandatory services are provided, , The Workforce Investment Council of Clackamas County brought representatives from OED and DHS to discuss their successes and challenges regarding co-location. The group from Clackamas County recommended a great focus on service integration, rather than co-location.

Marvin Revoal asked DHS keep the presentation more narrow and focused on co-location because the agency is so large Marvin believes it is difficult to encompass all DHS does in this conversation and he does not want to have a discussion about provided services.

Jesse Gamez commented that the agencies are frequently attributing the economic downturn for the difficulties they are having; Jesse asked if we are allocating the resources in the correct place by focusing on co-location. Jesse Gamez asked what data were available to determine if co-location benefitted customers or created efficiencies in the system. Agnes Balassa

informed the group that we do not have that data at this time but Agnes will seek out the information and bring it back at a later meeting if the OWIB would like to do a more in-depth examination.

Ken Madden asked is co-location was an issue we wanted to deal with as a board? Ken feels that if the OWIB keeps expanding its reach to encompass so many areas that the board will become ineffective. Ken wonders is the board was asking the wrong question and should focus on services that were being effectively delivered from his perspective. Marvin disagreed.

Marvin Revoal asked if the members of OWIB were ready to give an up or down vote on whether to pursue greater co-location as a priority. Agnes suggested that the board ask the LWIBs in the audience about their thoughts regarding a stronger emphasis on co-location. Cheryl Roberts asked why community colleges were not part of the presentation. Agnes stated that community colleges typically provide services at WorkSource Centers under contract, and are therefore contractually required to co-locate when they provide Title 1B services. Cheryl stated that she believed that the OWIB cannot make a decision regarding co-location until all involved parties (including the community colleges) have had the opportunity to present their side of the story.

Marvin Revoal made a motion that the topic of co-location be carried over to a future meeting to allow for the following:

1. The State of Oregon provides more data detailing the benefits of co-location.
2. Additional programs, such as those operated by community colleges are included in the discussion. The OWIB voted to defer making a decision on the topic of co-location until the board has had the opportunity to obtain the above listed information.

System Innovation: Improved Coordination-Agnes Balassa

Agnes shared the results from a survey created by Jordana Barclay, the Executive Director of the Oregon Workforce Partnership (OWP). The survey asked LWIB members to rate several options to improve coordination and partnership with OWIB. The survey had nine recommendations on it, the top ranking recommendations were number 1, 3, and 9.

A motion was made by Lori Luchak and seconded by Jesse Gamez, and unanimously carried to implement recommendation number three (Hold at least one OWIB meeting a year that is a joint meeting with LWIB chairs/key members.) and determine what it would take to implement two additional recommendations:

- Host a quarterly or biannual in-state best practices sharing for OWIB/LWIB members
- Host an annual conference to include OWIB, LWIB system staff.

Organizing for Success-Agnes Balassa

Agnes shared an evaluation tool used by the Kentucky Workforce Investment Board to track their progress. Agnes then asked the OWIB if they wanted to create a similar report card/evaluation tool to track OWIB progress. The Board was in favor of the idea but did not care for the Kentucky format. OWIB members will be asked to provide preferred formats so the OWIB can review and made recommendations regarding formatting at the June meeting.

Committee Reports

Industry Sectors Committee-Agnes Balassa:

The Sectors Committee currently does not have a Chair. The Committee is currently helping to plan the June OWIB meeting which will focus on industry sectors. The committee is working with two contractors to help build a road map in the healthcare and manufacturing sectors. CCWD is working with a contractor to provide Sectors Academy training in June.

System Innovation Committee-Marvin Revoal:

No report provided, Marvin left the meeting early.

Certified Work Ready Communities/NCRC-Barbara Byrd:

No report provided, Barbara was not present.

Meeting adjourned at 3:54pm

II. Introductions, Agenda Review and Announcements

Barbara Rodriguez – Senior Professional in Human Resources

Barbara Rodriguez has over 15 years of experience in the Human Resources Profession. She is currently the Human Resources Manager for Sulzer Pumps (US) Inc. Barbara began her career working for an internet startup company after graduating from Portland State University with a BS in Communication. After leaving the internet company she provided HR support for a family owned retail company. Looking for further growth and development she joined Sulzer in 2004 as a Benefits Specialist. She was promoted to HR Manager in 2010. In 2011 she obtained her Senior Professional in Human Resources (SPHR) Certification. A lifelong Oregonian, Barbara enjoys spending time in the outdoors camping, hiking and snowshoeing with her husband of 9 years.

Jessica Gomez - Founder and CEO of Rogue Valley Microdevices, Inc.

Jessica Gomez is the Founder and Chief Executive Officer of Rogue Valley Microdevices, the first Microelectronics Manufacturing Company in Southern Oregon. Jessica began her technical career at Standard Microsystems as a Wafer Fabrication Operator in the mid 1990's. Jessica relocated to Southern California in 2001 to join Integrated Micromachines Inc., a telecommunications hardware startup company. While working at Integrated Micromachines, Jessica became immersed in the company's startup culture and developed a love for entrepreneurship; she also built many relationships that would later become integral to the success of Rogue Valley Microdevices. In 2003 Jessica relocated to Southern Oregon and founded Rogue Valley Microdevices, Inc.

Jessica is an active member of the community and is dedicated to supporting economic development. She holds a liberal arts degree from Suffolk Community College, is a member of the Medford Rogue Rotary Club, a founding member of the Sustainable Valley Technology Group and serves as the organizations board president. Jessica spent this past summer traveling to Salem on a regular basis to participate on the "Job's and Economy Team" for Governor Kitzhaber's 10 Year Outcome's Based Budget. Jessica is also married and is the mother of a beautiful two year old girl.

IV. Action: Work Plan for Greater Alignment and Integration of the Workforce System

Background: In February 2012, the Oregon Legislature passed House Bill 4141 (HB4141) relating to workforce development. It called on the Governor's Office and the Oregon Workforce Investment Board (OWIB) to form an advisory committee to consider initiatives to improve the ability of Oregon's public workforce system to serve the state's businesses, job seekers and workers.

The Governor's Office, in conjunction with the OWIB, has set a priority to redesign the state's workforce system using the *Oregon At Work* strategic plan. This plan focuses on increasing system alignment and accountability for outcomes. The plan includes a common set of system outcomes and a revised "governance structure" that creates compacts for outcomes and a state/local decision making structure for the workforce system.

The OWIB strategic plan includes a number of recommendations:

1. Fully integrate and align the workforce system
 - a. Clarify the roles of OWIB and the Local Workforce Investment Boards
 - b. Re-align state administrative functions
2. Budget for innovation in the workforce system
3. Create a formal implementation and communication plan with an integrated budget for the workforce system
4. Include and expand industry recognized credentials in the middle 40 in the Governor's "40-40-20" educational system goal
5. Pursue federal waivers as needed
6. Increase coordination and enhance relations between institutions of higher education, community colleges and labor & apprenticeship programs
7. Pursue statute changes as needed to implement strategic plan.

Fragmentation is inherent in the federally funded workforce system, which is made up of a variety of programs across several agencies with similar missions but different program and outcome requirements. Oregon's existing workforce system includes 14 programs/funding streams across three state agencies that help people become and stay employed.

In April, 2013, the state agencies that house workforce programs (Community Colleges, and Workforce Development, Employment and Human Services) and the Department of Administrative Services (DAS) agreed to jointly fund a contractor to provide expert recommendations to guide the implementation of the strategic plan goals. DAS issued a request for proposals for professional service consulting to lead a team of policy advisors, agency directors, and members of state and local workforce investment boards, to develop a plan for the workforce system redesign and resulting implementation the plan. The Public Finance Management Group (PFM) was awarded the contract and began work on May 15, 2013.

PFM has been asked to meet an aggressive timeline in order to provide the following deliverables:

- a. Written project plan within 30 days of contract execution
- b. By September 1, 2013 a draft of the plan in progress available for September legislative days.

- c. By November 15, 2013 a comprehensive plan for a new workforce development model of state governance, service delivery and community partnerships for delivery to the Governor and Legislature.
- d. Finalization of the plan for the February 2014 legislative session.

PFM met with the Governor's Office and state agencies in the first week of June to gather background data and conduct interviews to develop a work plan for OWIB approval. Appendix A includes two documents that were developed by the Governor's Office and state agencies to prepare the field for the redesign efforts. The draft work plan appears as Appendix C of this agenda packet.

Key members of the PFM team will attend the OWIB meeting in order to discuss the work plan with the board.

OWIB members are asked to consider:

1. Does the scope of work developed by PFM help the board meet its goals by providing a road map for completion of system redesign recommendations?
2. Does the scope of work sufficiently engage stakeholders and OWIB members in the process of developing recommendations?
3. Is anything missing?

Note: OWIB typically requires a first and second reading of action items. However, in light of the short timeline to achieve the goals of this project, it is not practical to wait for a second reading before approval of this item. Contract managers will be able to assure that any recommendations made by OWIB are incorporated into the final version of the work plan.

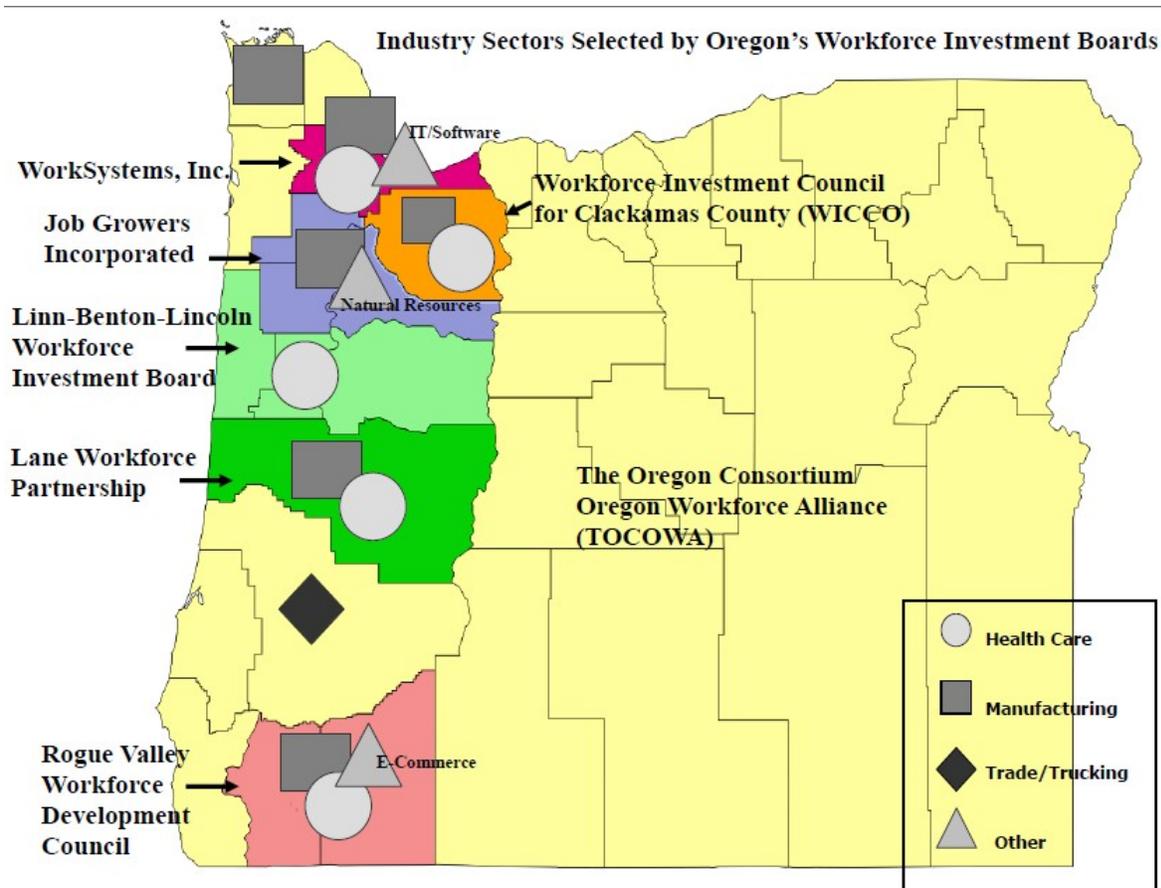
Recommended Actions:

1. Waive a second reading of PFM work plan.
2. Approve the draft work plan with any recommendations from the board to improvements.

V. Information: Current Status of Industry Sector Strategy Implementation

Background: The Oregon Workforce Investment Board prioritized sector strategies as one of three initiatives to achieve better results for Oregon’s job seekers and companies. Industry sector strategies are employer-driven partnerships to meet the needs of key industries within a regional labor market. Partners include business, labor, economic development entities, education and training providers and other stakeholders. Sector partnerships are intended to remove bottlenecks that inhibit recruitment, hiring, training and worker advancement within an industry. These simultaneously address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middleclass jobs.

OWIB asked each Local Workforce Investment Board (LWIB) to identify up to three industry sectors to prioritize for sector strategies over the next several years. The map below shows which sectors were selected by each LWIB.



LWIBs have begun implementation of industry sector strategies. Oregon’s state agencies with workforce programs have developed a work plan to support local implementation of sector strategies. The Department of Community Colleges and Workforce Development (CCWD) has implemented three training opportunities for the workforce system on behalf of the OWIB. These trainings have helped LWIBs and partners better understand both the opportunities and mechanisms for implementing industry sector strategies. CCWD has also engaged in-state sector experts to better document the current state of and opportunities for working with the two industry sectors identified most frequently by LWIBs – health care and manufacturing. This agenda item is intended to update OWIB on these efforts so that the board can better

determine where to use its influence and policy making authority to assure implementation of the board's sector strategies.

Several presentations have been developed to update OWIB members. These include:

1. Sector Strategies and how State WIBs have supported them (Shalee Hodgson, Department of Community Colleges and Workforce Development).

Oregon is not the first state to implement sector strategies. There are a number of other states that have already attempted to build these strategies, providing some examples Oregon can build on. National Governor's Association recommends the following list of eight things states can do to support sector strategies, some of which Oregon has at least partially implemented.

- a) Create a Sector Strategy Committee that includes representatives of industries critical to the state economy; leadership from key public systems such as workforce, higher education, economic development, and employment support services; and legislative members. Sector strategy committees are forums for information sharing and joint, sector-focused policymaking. Colorado's committee, part of its Governor's Workforce Investment Board, meets quarterly to help guide state sector strategies.
- b) Align Policies across Systems. Just as it takes practical coordination among workforce, education, and economic development programs to create a successful sector partnership, it takes policy coordination at the state level to remove barriers and align strategies so that local stakeholders can work better together. Minnesota's Department of Employment and Economic Development created a map of various programs serving workers and employers across multiple agencies and a common vision to bring them into alignment.
- c) Cultivate Business Champions to promote the sector strategy approach with other employers, industry associations, and legislators. By bringing together employers from diverse industries and regions, Pennsylvania built an informal but powerful, bipartisan coalition of private sector champions who rally for industry needs and investments in training to support sector partnerships.
- d) Build Legislative Support to secure funding to support sector partnerships, as Massachusetts and Pennsylvania have done, and to put sector strategies into statute, as have Pennsylvania and Washington. Other states secure funding to support education and training for specific key industries, for example, Oklahoma's tuition tax credit for aerospace training.
- e) Provide Good Data and Industry Expertise to local stakeholders so that they can make good decisions about industries, occupations, worker populations, and regional labor markets. Nearly every state that is implementing sector strategies produces industry reports, cluster analyses, and guidebooks. For example, Arizona used multiple industry databases to put together regional profiles of critical industries. Minnesota and Oklahoma additionally hired former industry leaders as experts in health care, manufacturing, and aerospace to work directly with local partnerships to help with data, trends, technical assistance, and recruitment of local employers into partnerships.

- f) Find and Leverage Funding to Support On-the-Ground Implementation. Sector partnerships need dedicated staff to coordinate and facilitate. Creating such a staff takes time and resources. Most states have used governor’s WIA discretionary funds to seed the development of local partnerships, but with shrinking WIA budgets, they have turned to other funding sources. In New York and Virginia, for example, foundations provided seed funding for regional sector strategies. California used the statewide interest in green jobs to secure U.S. Department of Energy funding via their state’s energy commission to provide sector partnership start-up grants.
- g) Provide Training and Capacity Building for Local Programs. Arizona, Idaho, Maryland and Oklahoma convened “Sector Strategy Academies,” in which local teams representing the workforce, economic development, community colleges, community-based organizations, organized labor, and other stakeholders come together to learn about the sector partnership model, including effective industry analysis, employer engagement, partnership building, and design of industry-relevant training programs. Colorado and Wyoming offer such academies every year for the growing number of participants in local sector partnerships, providing opportunities for shared learning and for making connections among partnerships that might be focused on the same industry.
- h) Develop a Shared Message, Track Outcomes, and Share Success Broadly. Messaging campaigns can help various constituents and stakeholders understand that sector strategies are a “new way of doing business,” not just another “program.” States can be especially important in helping local partnerships measure and track their impact on workers and employers. Massachusetts dedicates an evaluation staff to track outcomes, create evaluation toolkits, and create reports that share the outcomes of local partnerships.

2. *Healthcare and manufacturing sectors mapping (Audrey Theis, Keylinks and Jo Isgrigg, Oregon Healthcare Workforce Institute)*

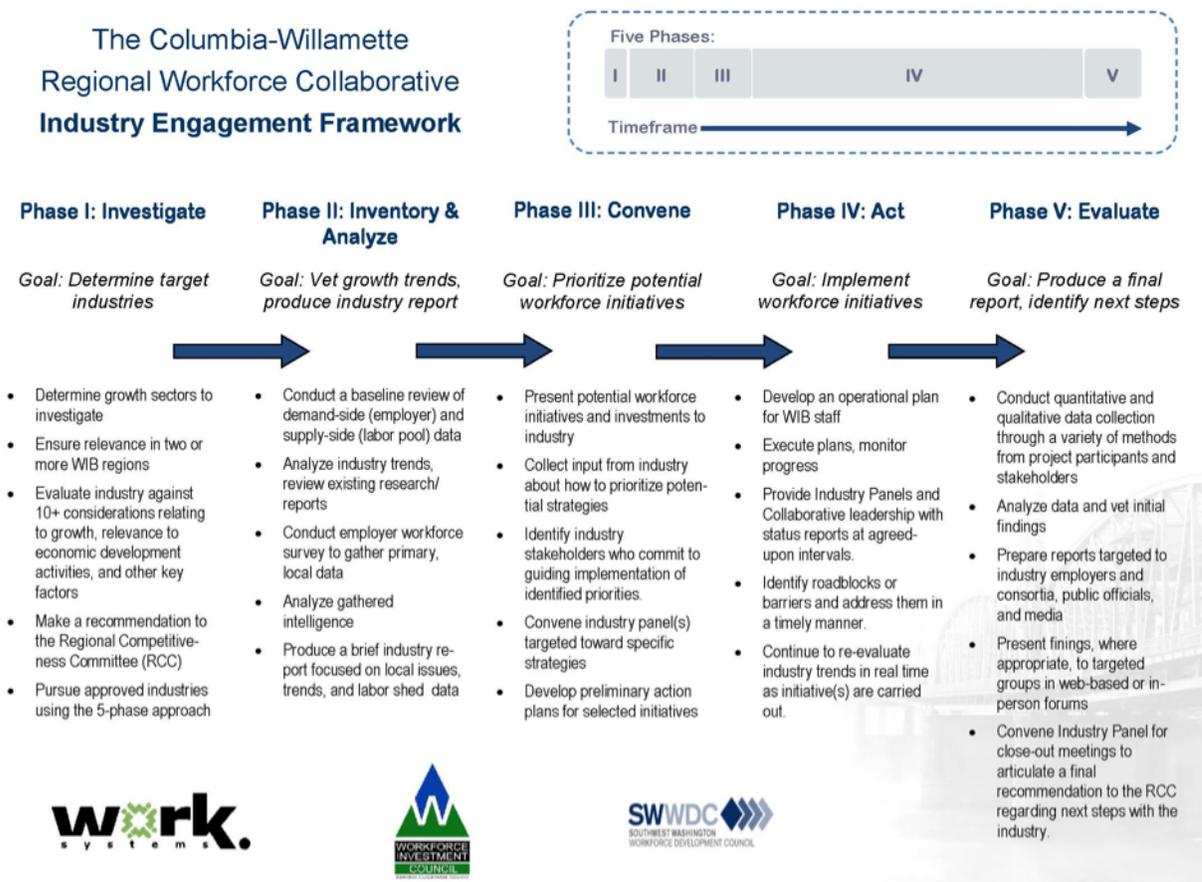
In order to help OWIB better identify the opportunities to support the implementation of sector strategies, CCWD contracted with Audrey Theis of Key Links and Jo Isgrigg at Oregon Healthcare Workforce Institute. Audrey is nationally recognized for her work with the manufacturing sector. The Oregon Healthcare Workforce Institute was formed by OWIB in order to better guide the development of a more highly skilled health care workforce. Manufacturing and Healthcare were the two industries most commonly identified by LWIBs. Jo and Audrey were asked to describe the current landscape of the two sectors, identify trends and create a list of the types of things OWIB could undertake to meet its goal of implementing sector strategies in order to help more people get and keep good jobs and help more companies grow and prosper.

Jo and Audrey will each present their findings and their thoughts on what OWIB could do to better support the manufacturing and health care sectors.

3. *Local presentation on sector strategy implementation*

The greater Portland area had a head start on the implementation of sector strategies as the three LWIBs (2 in Oregon and 1 in South West Washington) had already formed a consortium to focus on high growth, high impact industry sectors, the Columbia-Willamette

Workforce Collaborative (<http://www.workforcecollaborative.org/>). The collaborative was formed to meet common workforce needs in the following industrial industry sectors: advanced manufacturing, health care, high tech, and clean tech. the Collaborative has developed a five step Industry Engagement Framework that it uses for its industry sector initiatives (see below).



Representatives of the collaborative will provide an overview of their efforts and discuss their initiatives. They will share both the opportunities and the challenges they face as they work to implement industry sector strategies.

4. State level work plan to support Sector Strategies (Karen Humelbaugh, Paul Hill, Carol Lamon Stephaine Taylor)

In order to assure a coordinated approach to supporting implementation of sector strategies, the state agencies with workforce programs (CCWD, OED and DHS) have developed a work plan. The work plan clarifies the roles and responsibilities the state agencies will play in order to assist with the roll out of the workforce strategic plan. The work plan is included in Appendix B of this agenda packet.

VI. Action: Determining How OWIB Will Support Sector Strategies

Background: OWIB will have received a lot of data from the previous presentations. The OWIB is asked to consider all of the information provided and determine what it will do to support sector strategies.

OWIB should consider:

1. Of all the possible actions OWIB could take, what would help the system move forward fastest?
2. What would it take for OWIB to take on this action and who would do it?
3. What is the time commitment and time line for implementation of the action?

Recommended Action: Agree to one to three activities that the OWIB will undertake to support sector strategies.

Note: The Sectors Committee will be the lead on implementing these strategies. Once the board has identified its priorities, the Sectors Committee will be asked to figure out how to best address these priorities.

VII. Action: Selecting a “Report Card” Format

Background: At the last OWIB meeting, members agreed to provide samples of the “report card” or tracking documents they use in their organizations to help keep initiatives on track and determine when adjustments need to be made. Despite two calls for responses, staff only received three examples, all from the public sector.

Question:

1. Is OWIB truly interested in developing a “report card”, and if so, should the report card be modeled on private sector examples?

Recommended Action: Determine if the development a report on OWIB’s initiatives is indeed a priority for the board.

VIII. Committee Reports

System Innovation: The committee chair has met with Governor's staff and efforts to reconvene the committee to discuss next steps are in development.

Sector Strategies: June 13, 2013 meeting minutes attached.

Certified Work Read Communities: Committee report attached.

Green Jobs Council: The Green Jobs Council has been on hiatus during the legislative session. The committee will convene after the session to determine whether legislative actions have an impact on Green Jobs and consider next steps.

OWIB Sector Strategies Committee Meeting

June 13, 2013 10:30am

Present:

Audrey
Theis Ken
Madden Jo
Isgrigg Alan
Unger
Susan
Brown Paul
Hill Susan
Buell
Shalee Hodgson
Yolonda Garcia

Welcome and introductions

At Alan Unger's request, Shalee Hodgson facilitated the meeting. Committee members each introduced themselves.

Reports from Audrey Theis and Jo Isgrigg

Audrey and Jo shared PowerPoint presentations. Audrey presented on manufacturing and Jo presented on healthcare. Audrey stated that she was working closely with Jo Isgrigg and Agnes Balassa to put the presentations in a common format.

Shalee asked the committee for recommendations regarding what should be presented at the OWIB meeting on June 21, 2013. The committee had a discussion and felt that all of the information presented was pertinent and should not be cut. The committee did not feel like they had enough time to analyze the information presented and asked for more time to allow a proper review.

The committee agreed to review the PowerPoint presentations and send any feedback they have directly to Audrey Theis and Jo Isgrigg by Tuesday June 18, 2013. Audrey and Jo will send their final presentations to Yolonda by close of business on June 19, 2013. The committee is aware that the information provided will not make the OWIB packet deadline and will have to be forwarded to the OWIB separately. Shalee volunteered to forward the final information to the OWIB prior to the June 21st meeting.

OWIB - Certified Work Ready Communities

Committee Report for OWIB Meeting – June 21, 2013 Meeting

Committee Meetings

The CWRC/NCRC Committee has not formally met since the last OWIB meeting. However, beginning in July, the Committee will begin meeting on a bi-monthly basis on the third Tuesday of every other month from 3:00 – 4:30pm. The first meeting on this schedule will be July 16th.

Below are the scheduled committee meeting dates for the coming twelve months:

- July 16, 2013
- September 17, 2013
- November 19, 2013
- January 17, 2014
- March 18, 2014
- May 20, 2014
- July 15, 2014

Certified Work Ready Communities (CWRC) – Progress Update

All four of the Phase One CWRC regions continue to make progress moving forward towards their goals since beginning the initiative on January 1, 2013. As of June 6, the percentages of their county CWRC goals attained are as follows:

WorkSystems, Inc.

- Multnomah County – 69%
- Washington County – 56%

Job Growers, Inc.

- Marion County – 21%
- Polk County – 21%
- Yamhill County – 23%

Lane Workforce Partners

- Lane County – 28%

The Oregon Consortium/Oregon Workforce Alliance

(Central Oregon Intergovernmental Council)

- Deschutes County – 63%
- Crook County – 45%
- Jefferson County – 38%

On July 1, six more regions around the state comprised of 15 additional counties, will begin their CWRC implementation. (Linn, Benton, Lincoln, Douglas, Tillamook, Clatsop, Columbia, Coos, Curry, Hood River, Wasco, Sherman, Wheeler, Gilliam, Clackamas)

NCRC Plus Pilot – This certificate is currently being offered in a number of the Phase One counties. Workforce staff has received training on the new “Talent Assessment” that is often called a soft skills assessment. When this fourth assessment is added to the regular NCRC (which includes three assessments titled Reading, Applied Math, and Locating Information), certificate earners receive a certificate called the NCRC Plus. The NCRC

Plus is currently being offered as a CWRC pilot initiative which will go through an evaluation process over the coming six weeks.

Statewide, the number of NCRCs issued as of June 6 was 24,123 certificates and businesses have submitted 1,110 signed Letters of Support for the program.



Governor Kitzhaber's Call to Innovate Oregon's Workforce System in a Changing Economy

In December 2011, Governor Kitzhaber initiated a transformation of Oregon's workforce system to respond to a changing economy. He called upon the workforce system to expand innovation, eliminate fragmentation and provide more resources and authority for local communities to develop workforce solutions that achieve a common set of goals:

- **Oregonians with the skills needed to fill current and emerging high-wage, high-demand jobs.**
- **Businesses with the skilled workforce to support future growth.**
- **An aligned workforce system that provides integrated services and makes the most efficient possible use of resources.**

In June 2012, the Oregon Workforce Investment Board, (OWIB) adopted a 10-year plan, Oregon at Work, that built on recent innovations in the workforce system to achieve the Governor's goals. The plan identified strategies to transform Oregon's workforce system to better integrate and align programs, services, budgeting and decision making at the state and local level.

Why is Change Needed?

Fundamentally, this change is about delivering better results for more people, more effectively, in a time of diminished resources. We – as state and local leaders – must create the vibrant economic environment that supports growth and vitality in all of our communities, and ensure all Oregonians – especially our most vulnerable and under-served citizens – have the support and access needed to enter a path to economic stability. Governor Kitzhaber has made clear that doing this requires state government to think differently, act differently, and work differently.

Changes to the workforce system will allow:

- The creation of new products, services and strategies for a dynamic client base.
- State and local workforce boards to better align workforce and education investments with economic development in the service of local communities.
- Local workforce boards to act as independent, neutral brokers of those services that deliver the best results for job seekers and businesses.
- The WorkSource service integration model to expand and increase access to innovative programs that result in market-relevant credentials, good jobs and a growing economy.
- State and local administrative structures to operate as an efficient and effective system that's locally delivered and outcome based.

Guiding Principles

The transition analysis and planning for Oregon's workforce system is based on core guiding principles:

- A workforce system designed to meet state and local labor market needs is critical to support the state's job creation, business retention and economic development goals.
- Workforce services are critical to helping more Oregonians enter into and progress in jobs that provide the wages and benefits necessary to support families.
- An effective workforce system is built on strong private/public partnerships.
- Oregon's workforce system will gain prominence by taking a pivotal role within the larger framework of job creation and educational attainment and not solely the jurisdiction or concern of a distinct agency or program.
- Greater numbers of Oregonians can be more effectively served if all possible resources flow to local communities, and state government's role is concentrated on setting broad policy, establishing desired outcomes and metrics, and providing efficient functional services at the state and local level.
- Streamlining and reduction of redundancy will yield better outcomes and more accountability.
- The resulting system will incorporate new models of decision-making and oversight to strengthen the ties with policy goals across state government.
- The research and analysis to develop this future state will be done with integrity without preconceived solutions.

Project Approach

The Governor's Office, Department of Administrative Services and Oregon's workforce agencies have engaged an outside team of experts with organizational redesign, and business process experience to analyze and make recommendations on the structural and process changes needed.

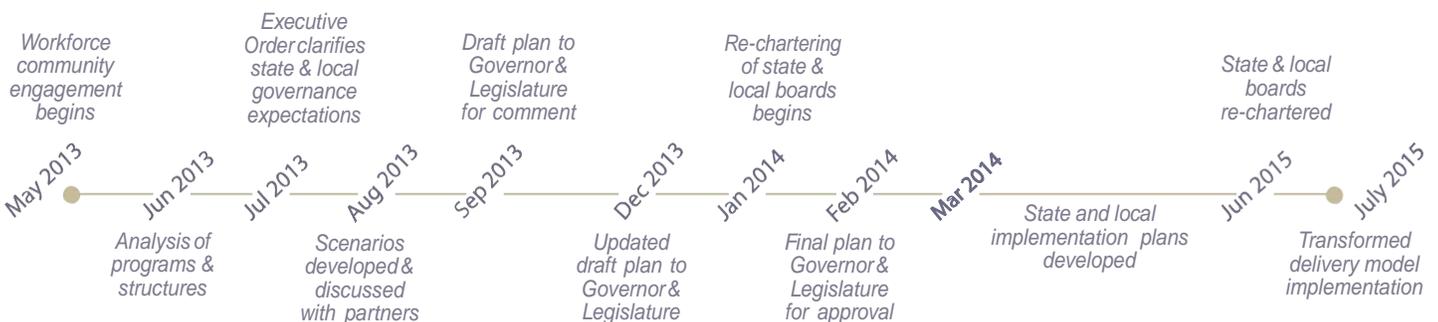
A project plan to better integrate and align the workforce system is currently being designed. Opportunities for employee and stakeholder input throughout the process will ensure broad perspectives to inform the ultimate recommendations. As insights and recommendations begin to surface, they will be shared clearly and systematically so all stakeholders have the opportunity to give feedback.

The project plan consists of two tracks:

1. Developing a process for the re-chartering of the state and local workforce investment boards.
2. Developing a recommendation for the state infrastructure to support implementation at the local level.

Transition Timeline

Recommendations to increase alignment, expand service integration and enhance the ability of the workforce system to respond to local needs will be developed by December 31, 2013. Recommendations requiring legislative approval will be presented to the State Legislature in February 2014. If approved, full implementation of the recommendations would likely begin in July 2015. Until such time, staff, partners, businesses, citizens and communities can count on continued operations of the programs and services currently administered by Oregon's workforce system.





Governor Kitzhaber's Executive Order on Oregon's Workforce System

Background

In December 2011, Governor Kitzhaber asked the Oregon Workforce Investment Board (OWIB) to respond to the changing economy by transforming the state's workforce development system from one that organizes work based on programs and federal requirements and funding streams, to one that organizes work based on community, business and worker needs. In response, the OWIB developed a new strategic plan, Oregon at Work. The plan built on recent innovations in the workforce system and identified strategies to take it to a new level.

Why is the Governor issuing an Executive Order?

Successful implementation of the new strategic plan creates new roles, responsibilities, accountability and authority for the state and local workforce investment boards. In recognition of this change, Governor Kitzhaber is developing an Executive Order to re-charter these boards to play a greater role in aligning and innovating Oregon's workforce system.

What does the Executive Order change?

Recognizing that workforce solutions are most effective when they are based on community needs, and that the best way to develop these solutions is to create strong private/public partnerships to respond to local labor markets, Governor Kitzhaber's Executive Order requires:

- Recognition of the OWIB and Local Workforce Investment Boards as conveners of private/public partnerships that engage more partners and resources, develop a strong understanding of the local labor markets, and implement workforce solutions that communities need.
- All Local Workforce Investment Boards to transform from direct service providers into neutral, independent brokers of services, designers of innovation, and evaluators of outcomes.
- OWIB and state agencies involved in the workforce system to fund the new functions of the boards and increase state level alignment and integration of workforce programs.
- Publicly funded workforce programs and Regional Solutions Teams to work with the state and local workforce investment boards to avoid unnecessary duplications and help implement locally based workforce solutions.
- OWIB and the Oregon Education Investment Board to identify how they will work together to achieve common outcomes across the education and workforce systems.

What is the timeline for implementation of the Order?

The Executive Order will be issued in July 2013.

- OWIB and state agencies are working to finalize strategy to better align systems and resources to support a more integrated workforce system and the re-chartered workforce boards by the 2014 legislative session.
- At the same time a formal process for the re-chartering of boards will be developed by early December 2014.
- The four local workforce investment boards that currently deliver services will have to comply with the separation of governance from service delivery structures by June 30, 2015.



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Sector Strategies

Type of Activity	Activity	Specific Commitment	Lead	By When
Leadership	Serve as lead agency for sector strategies implementation.	<ul style="list-style-type: none"> • Convene state agencies to work to implement Sector Strategies (CCWD, OED, Biz OR, DHS-VR) • Staff OWIB Subcommittee on Sectors with all workforce agency representatives participating • Staff Sector Academy 	CCWD	Ongoing
Policy & Guidance	Based on the OWIB decisions identify/create cross-agency policies to support the implementation of sector strategies.	<ul style="list-style-type: none"> • Workforce Policy Cabinet will develop policy/guidance to direct/encourage staff/contractors/ providers to: <ul style="list-style-type: none"> ○ support the efforts of local boards to implement sector strategies ○ align job site development/job placement with sectors ○ support implementation of more short term training and credentials ○ help inform clients of opportunities in sectors, and pre-screen/screen individuals for sectors jobs ○ assure that those who are trained in targeted sectors are connected with employment/placement specialists working with the sectors ○ make better use of labor market information including sector strategy information 	WPC	09/30/13
	Use performance management and/or data of contractors and employees to track implementation of sector strategies.	<ul style="list-style-type: none"> • Track placements in the targeted sectors in 2014 contracts. 	WPC	07/01/13
		<ul style="list-style-type: none"> • Prioritize sector business for activities and training provided to job developers • Prioritize sector areas in skill development and work experience activities in 2014 contracts 	DHS-VR	07/01/13
	Create mechanisms for the sharing of best practices and common challenges for implementation of sector strategies.	<ul style="list-style-type: none"> • Regular discussions and information sharing at WPC meetings, with agency leadership teams, and at local integrated staff/contractor team meetings. 	WPC	07/01/13
Messaging	Create common message(s) to support implementation of sector strategies.	<ul style="list-style-type: none"> • Convene WPC agency communications staff to develop standard set of talking points for use in agency messaging. 	CCWD	07/31/13
		<ul style="list-style-type: none"> • Update key messages quarterly for use in agency messages. 	CCWD	On-going

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Type of Activity	Activity	Specific Commitment	Lead	By When
	Collect and publish Sector Strategy success stories.	<ul style="list-style-type: none"> Gather stories from staff & contracted service providers that are also WIA partners. 	WPC	12/31/13 & ongoing
		<ul style="list-style-type: none"> Have links to LWIB or other local sites success stories/share success stories broadly. 	CCWD	12/31/13 & ongoing
		<ul style="list-style-type: none"> Continue to administer the WorkSource Oregon website. 	OED	Ongoing
	Use on-going communication platforms to implement sector strategies messaging as agreed upon by WPC.	<ul style="list-style-type: none"> Work with Career Information System (CIS) staff to explore options for integrating Sector Strategies into CIS. 	CCWD and OED	12/31/13 & ongoing
		<ul style="list-style-type: none"> DHS Employment Breakthrough Initiative will provide foundational messaging to build into monthly District and Program Manager meetings and JOBS Workforce meetings, as well as messaging to line staff through local planning and pilots. Work to develop messages to external stakeholders and community partners. 	DHS-SS	09/30/13 & ongoing
		<ul style="list-style-type: none"> DHS VR leadership will incorporate key messages into meetings with Branch Managers. Work to develop messages to external stakeholders and community partners. 	DHS-VR	09/30/13 & ongoing
		<ul style="list-style-type: none"> OED Leadership will incorporate key messages in meetings with Field Managers. Work to develop messages to external stakeholders and community partners. 	OED	09/30/13 & ongoing
<ul style="list-style-type: none"> Business Oregon leadership will incorporate key messages into meetings with the Business Development Officers. Work to develop messages to external stakeholders and community partners. Develop more prominent link on Business Oregon website for sector strategy information. 	BizOr	09/30/13 & ongoing		
<ul style="list-style-type: none"> CCWD Leadership will incorporate key messages into meetings with Community Colleges and local boards. Work to develop messages to external stakeholders and community partners. 	CCWD	09/30/13 & ongoing		
Training	Develop a schedule of common sector strategy trainings for 2013-2015 for all workforce programs.	<ul style="list-style-type: none"> Maintain an up-to-date inventory of existing trainings being hosted by any state agency workforce development program for inclusion on WorkSource Oregon website. 	WPC	09/30/13 & ongoing

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Type of Activity	Activity	Specific Commitment	Lead	By When
		<ul style="list-style-type: none"> • Develop training to assure workforce agency staff and service providers are familiar with assets for businesses in targeted sectors (i.e. marketing, trade shows, etc.) 	Biz OR	12/31/13
		<ul style="list-style-type: none"> • Develop/purchase/participate in training to assure workforce agency staff and service providers adopt and implement sector strategies. 	OED/DHS-SS/DHS-VR	12/31/13
		<ul style="list-style-type: none"> • Provide training to system that will help employers understand accommodations available for clients with disabilities interested in working in the targeted sectors. 	DHS-VR	12/31/13
	Develop a set of common resources for individuals interested in working within the sectors.	<ul style="list-style-type: none"> • Compile & keep regularly updated sector strategy resources on WorkSource Oregon website, including: <ul style="list-style-type: none"> ○ Trainings ○ Career Info ○ Labor Market Info 	WPC	07/31/14
Data management and reporting	Create data tracking and reporting mechanisms so that sector strategy implementation performance can be monitored and adjustments made as needed.	<ul style="list-style-type: none"> • Develop dashboards to capture this information across agency data systems. 	OED -Research	07/31/14
	Redesign PRISM system to support reporting needs of state's workforce development system	<ul style="list-style-type: none"> • Evaluate current data in system, identify desired data to track outcomes of system, determine gaps, and define business & system requirements to support change. 	PRISM workgroup	07/31/14
	Provide technical research to support implementation of sector strategies.	<ul style="list-style-type: none"> • Provide reports and data related to sector strategies. 	OED-Research	On-going

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Certified Work Ready Communities

Type of Activity	Activity	Specific commitment	Agency	By When
Leadership	Serve as lead agency for implementation of Certified Work Ready Communities (CWRC) & National Career Readiness Certificate (NCRC).	<ul style="list-style-type: none"> • Staff OWIB Subcommittees on Certified Work Ready Communities with all workforce agency representatives participating • Contract for CWRC initiatives • Provide Budget & Policy Guidance to LWIBs 	CCWD	On-going
Policy & Guidance	Based on the OWIB decisions, identify/create cross-agency policies to support the implementation of Certified Work Ready Communities.	<ul style="list-style-type: none"> • Workforce Policy Cabinet will develop policy/guidance to direct/ encourage staff/contractors/ providers to: <ul style="list-style-type: none"> ○ Support locally developed solutions that are identified by integrating state, local, and workforce partners at the community level. ○ Meet state level commitments to implement strategies 	WPC	12/31/13
	Identify barriers to/opportunities for achieving a goal of 100,000 NCRC holders by June 30, 2015.	<ul style="list-style-type: none"> • Evaluate and consider potential barriers, including <ul style="list-style-type: none"> ○ Language of test ○ Disability accommodation ○ Potential facility capacity issues ○ Linkage between NCRC & Sector Strategies 	WPC	09/30/13
	Identify NCRC equivalent assessments in other languages or find ways for those who cannot pass the NCRC due to language barrier or disability to articulate their skill levels.	<ul style="list-style-type: none"> • Work with other agencies on the research and potential applicability • Assign staff to provide technical assistance 	WPC	12/31/13
	Develop Standard Operating Procedures for NCRC assessment proctoring in alignment with ACT guidelines.	• Define guidelines in collaboration with ACT	CCWD	07/01/13
		• Develop standard operating procedures with partners	OED	07/01/13
• Provide test proctors with confirmation of disability and recommended accommodations for existing DHS-VR clients. Provide technical assistance if needed on providing accommodations.		DHS-VR	On-going at LWIB request	
	• Begin test proctoring for 28,000 NCRC assessments	OED	07/01/13	
Messaging	Create common message(s) to support implementation of CWRC Program.	<ul style="list-style-type: none"> • Convene WPC agency communications staff to develop standard set of talking points for use in agency messaging. <ul style="list-style-type: none"> ○ What NCRC does and doesn't do 	CCWD	09/30/13

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Type of Activity	Activity	Specific commitment	Agency	By When
		<ul style="list-style-type: none"> Update key messages quarterly for use in agency messages. 	CCWD	12/31/13 & ongoing
	Collect and publish CWRC Program success stories.	<ul style="list-style-type: none"> Gather stories from staff & contracted service providers that are also WIA partners. Can include NCRC and GED success stories as well as larger systems success stories 	WPC	12/31/13 & ongoing
		<ul style="list-style-type: none"> Have links to LWIB or other local sites success stories/share success stories broadly. 	CCWD	12/31/13 & ongoing
		<ul style="list-style-type: none"> Continue to administer the NCRC-CWRC website. 	CCWD	Ongoing
	Publicize as each county/region becomes certified & celebrate the local successes	<ul style="list-style-type: none"> Identify ways to celebrate successes. 	WPC	07/31/14
	Create ambassadors for CWRC Program & NCRC.	<ul style="list-style-type: none"> Identify & target high profile citizens to take the assessment – i.e. First Lady, Agency Directors, Legislators, and Community Leaders. 	WPC	09/30/13
		<ul style="list-style-type: none"> Develop plan for State of Oregon adoption of NCRC. 	Enterprise Leadership	12/31/13
		<ul style="list-style-type: none"> Work with Career Information System (CIS) staff to explore options for integrating CWRC into CIS. 	CCWD and OED	12/31/13 & ongoing
		<ul style="list-style-type: none"> Offer VIP sessions that break testing into smaller chunks? 	CCWD	09/30/13
	Create common marketing plan for CWRC Program & NCRC.	<ul style="list-style-type: none"> Develop marketing plan, including materials, that support <ul style="list-style-type: none"> Distribution of CWRC & NCRC general materials Integration of strategies at local community level Engagement in statewide business recruitment & site selections for Oregon 	WPC with OWIB	Ongoing
Training	Train staff to market and implement NCRC in partnership locally.	<ul style="list-style-type: none"> Develop standard training for staff on : <ul style="list-style-type: none"> How to market NCRC locally (ongoing) How to use initial skills review How to use skill building software 	CCWD	09/30/13
Data management and reporting	Review data & data systems to identify report back mechanisms.	<ul style="list-style-type: none"> Report monthly to WPC and LWIB on NCRC/CWRC status 	Evelyn & ACT	07/01/13
		<ul style="list-style-type: none"> Report quarterly to OWIB and locals on NCRC/CWRC status 	WPC	09/30/13

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System Innovation Strategies

Type of Activity	Activity	Specific commitment	Agency	By When
Support Further Integration of Current System	Define current state of workforce development system.	Using Public Finance Management as contractors, document: <ul style="list-style-type: none"> • Stakeholder interviews • Benchmarking against peer states • Best practices/policy barriers research • Program/Budget/Other Service data • Existing Business Processes for major programs 	PFM & WPC with Gov's Office & COO support	07/31/13
	Evaluate alternative service delivery models	Using Public Finance Management as contractors, identify <ul style="list-style-type: none"> • Alternative Service Delivery Models • Best practice applications to Oregon • Options to overcome state/federal policy barriers • High-level implementation plan for Legislative consideration 	PFM & WPC with Gov's Office & COO support	09/30/13
Redesign System	Refine Workforce System Governance as needed to support System Innovation	TBD		



State of Oregon Workforce System Redesign Written Project Plan

May 2013 – November 2013



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DRAFT – Internal Working Document

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I. Overall Project Approach

Overall Project Approach

Project Overview

The Governor's Office, in conjunction with the Oregon Workforce Investment Board (OWIB) has set a priority to redesign the State's workforce system using the Oregon At Work 2012-2022 Strategic Plan (Strategic Plan).

This Strategic Plan focuses more directly on increasing system alignment and accountability for outcomes and includes a common set of system outcomes and a revised governance structure that creates compacts for outcomes and a State/local decision making structure for the workforce system. The Strategic Plan includes the following recommendations:

- Fully integrate and align the workforce system;
 - ✓ Clarify Roles of the OWIB and the Local Workforce Investment Boards
 - ✓ Re-align State Administrative Functions
- Budget for innovation in the workforce system;
- Create a formal implementation and communication plan with an integrated budget for the workforce system;
- Include and expand industry recognized credentials in the middle 40 of the Governor's "40-40-20" educational system goal;
- Pursue federal waivers as needed;
- Increase coordination and enhance relations between institutions of higher education, community colleges and labor and apprenticeship programs; and
- Pursue statute changes as needed to implement the Strategic Plan.

Fragmentation is inherent in the federally funded workforce system, which is made up of a variety of programs across several agencies with similar missions but very different program and outcome requirements. The current workforce system in Oregon includes fourteen programs/funding streams across three state agencies that help people become and stay employed.

In an effort to align, integrate and rightsize Oregon's system for the next biennium and beyond, the State has secured a professional service consulting team (PFM team) to lead a team of policy advisors, agency directors and members of state and local workforce investment boards to develop a plan for Workforce system redesign and implementation.

As provided in the Statement of Work, the following factors are known:

- In response to economic cycles, customers (job seekers and businesses) expectations of the workforce system and its services are changing while resources are shrinking both in terms of dollars and staff.
- The share of common clients among various state programs is increasing, in many cases by design.
- The State desires to place more responsibility, flexibility, resources, and authority at the local level to best meet the needs of system customers, while increasing accountability for federal and statewide policy outcomes.
- WorkSource service integration is the framework for the workforce system design discussions, which will likely result in some changes to agency program delivery.
- This effort is not intended to eliminate state agencies or staff. It is about aligning, integrating and rightsizing.

Overall Project Approach

Detailed Project Approach

The PFM approach is illustrated by the following '12 step plan' that has been tailored to the Workforce System Redesign Consulting Services Scope of Work:

1. Develop a Detailed and Comprehensive Project Plan

When dealing with large, complex organizations with a variety of activities and responsibilities, it is imperative that a project plan be in place that can act as an effective roadmap – identifying key activities, milestones and deliverables. The PFM team views this as a collaborative process, with extensive communication between the State and PFM project leadership at the outset to agree on deliverables, but also to identify key challenges to successful project completion, including scheduling conflicts, staff responsibilities, travel and other logistics issues, communication and project reporting methods and project approach. This aligns well with the Scope of Work, which identifies this written project plan as a deliverable within 30 days of contract execution.

The project plan envisioned in this particular Scope of Work is even more involved than a typical project plan and requires the completion of other activities outlined below. In particular, it will require at least initial discussions with the State Guidance Team (should the State agree to form one) and/or the Project Sponsor and Project Manager. These, plus an extensive review of current program and budget documentation and related materials will be necessary to effectively develop the process steps related to identifying stakeholders, legislative timelines and additional analytics.

2. Organize and Schedule an Effective Project Kick-off

A successful project requires a defined beginning and end, and the project kick-off communicates to key stakeholders the project objectives, methods, and general timeline. At the outset, the Guidance Team or Project Sponsor should identify the project 'definition of success,' communicate its involvement and support for the project, and attend the project kick-off. This kick-off would include broad representation by appropriate State staff and internal and external stakeholders as appropriate. Given the nature of funding and operation of Workforce programs, providing an opportunity for communication and discussion at project outset will be vitally important.

At the kick-off, the Project Sponsor would introduce the project, underscore its importance for the organization, and introduce the PFM team. The PFM team would provide an overview of the processes to be used for the project, credential its Team and answer questions. At or shortly after the kick-off, PFM would also deliver a detailed information request, rationale for the request, and reach agreement on the dates for delivery of the requested information with the State Project Manager.

3. Conduct Data Review, Benchmarking and Best Practices Research

As noted above, key tasks for the project include a review and analysis of existing agency programs and organizational climate, and that analysis will require an extensive inventory and understanding of agency operations, as well as alternate methods to provide services. This aspect of the project lays the foundation necessary for later findings and recommendations.

PFM will also benchmark peer organizations and conduct best practices research. Because PFM has actively worked with all 50 state governments and maintains strong relationships within them, it has built a network of contacts that can assist with benchmarking. PFM also uses its relationship with major state organizations, including the National Governors Association, National Association of State Budget Officers, National Association of Chief Administrators and others to help stay abreast of key procurement other related state topics. PFM's subcontractor for this project, Cynthia Eisenhauer, has also maintained an extensive network of workforce-related contacts at both the state and federal level.



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PFM has a trained team of research assistants whose primary job responsibility is to develop and conduct benchmarking and stakeholder surveys. We use electronic survey tools augmented with follow-up phone calls and email contacts to ensure accuracy and completeness. All benchmarking survey information is documented as to source and date and provided to the client. PFM uses a mixture of Likert scale survey questions plus open-ended questions to allow comparison between peers but also to provide some opportunity to provide context to answers. While PFM's research team will undertake the specific benchmarking and best practices research, Cynthia Eisenhauer will assist in developing the survey questions and analyzing the results, as well as guiding and analyzing best practices research.

In this specific project, the benchmarking and best practices research will focus on the areas of interest around alternative structures and proposals, as well as methods to ensure linkage to the Governor's '40-40-20' Education System goals. It will also identify those state and federal policy barriers to greater program alignment.

Findings from the benchmarking and best practice analysis will, in all cases, be fully reviewed for applicability, and local factors that may support or impede implementation will be evaluated in tandem with executives, directors and managers.

4. Conduct In-depth Interviews with Executive Leadership

As noted above, early within the project timeline the Project Team will schedule and interview the organization's leadership who oversee Workforce-related functions, as well as executive-level management, to develop a clearer understanding of the qualitative, operational, and policy dynamics that impact performance. A key focus will be to identify leadership views regarding the agency/program mission, as well as key measures of success and recent progress and obstacles. In this particular project, these interviews will likely focus on current proposals for enterprise transformation.

During the interview process, we have found it is generally important to identify how the organization approaches issues related to 'steering' and 'rowing' functions. Steering (are we doing the right things?) is generally a primary focus of executive leadership interviews, while rowing (are we doing things right?) are generally a focus in discussions with supervisors and front line workers and process reviews and mapping.

PFM forms project teams as self-directed work groups involving PFM personnel with specialized skills that can undertake individual tasks while maintaining overall project cohesiveness. This flexibility allows project teams to provide multiple scheduling opportunities for what we know are very busy executives with significant competing time demands, particularly (as is the case in this project) when the Legislature is in session. Prior to all interviews, PFM will provide a sample set of questions and information to be obtained from the interview. While other lines of questioning typically arise during these sessions, the advance questions and information sought helps for advance preparation and makes for more efficient use of time.

5. Conduct Site Visits, Staff Interviews and Gain Stakeholder Input

The Project Team will, as appropriate, also visit work locations to gain greater insight into the operational environment and dynamics, and to understand business processes and how workforce programs function in the day-to-day environment (which is often different than how it is defined in written policies and procedures).

In this case, it will be critical to solicit feedback and engagement by a variety of stakeholders, including customers, service providers, local work force boards, field staff for state agencies and others. PFM will develop a communication plan in conjunction with the State staff to identify these key stakeholders and groups and arrange opportunities to solicit feedback. As noted above, this can be done by electronic

Overall Project Approach

survey, through face-to-face or phone interviews and through focus groups or other public meetings. Ideally, each of these methods will be used to obtain the broadest possible input within the project timeframe. PFM is adept at using each of these approaches and will structure its approach to provide the maximum opportunity for stakeholder input and feedback.

6. Do Performance Metric and Organizational Structure Analysis

PFM is a strong believer in metrics and will collect and evaluate existing workload, activity, and performance metrics used by the Agencies responsible for workforce-related services. These measures will be evaluated with regard to alignment with the identified mission, as well as to establish a baseline for benchmarking and to begin to assess potential opportunities for more efficient and effective operations. Measures generally encompass:

- Key inputs (e.g. funding levels, staffing levels)
- Outputs (units of service)
- Outcomes (e.g., condition assessments, customer complaints)
- Efficiency (e.g., units of service per FTE, units of service per budgetary investment)

As part of this data collection and analysis phase, the Project Team will also develop a clear understanding of organizational structure, including legal requirements and constraints, job descriptions, the organizational chart, management layers, spans of control, collective bargaining agreements and the use of contracted services.

During this process, key workforce performance indicators (which will be identified and analyzed in the benchmarking process) will be identified and analyzed.

7. Evaluate Customer Service

Ultimately, workforce services are about customer service – identifying employment opportunities and/or the education, skills and training for Oregon workers and businesses. As previously noted, gaining a full understanding of the goals and objectives in this process of these customers is critical for system alignment. Generally, the Team would work with the State project leadership to identify representative internal and external stakeholders to be interviewed by the Team who can provide insight into customer service and satisfaction. This evaluation will be a critical factor in the evaluation of alternate structures and proposals. In the case of the Project Team's involvement with reform in the State of Iowa's workforce systems, this evaluation of customer service led to the 'one stop shop' approach to providing workforce services in the state's 15 regional offices.

8. Develop and Communicate High-level Findings

In our experience, as the project goes through the evaluation stage, it is important to develop high level findings and recommendations. These should be based on the data and analysis necessary to form logical conclusions but at a point in the project where these high level findings and recommendations might still be modified based on client feedback.

PFM will generally schedule a meeting with the Guidance Team and others identified by State project leadership to describe its findings and preliminary conclusions, and to provide an opportunity for two-way communication.

In this project, assuming a May 15, 2013 starting date (simply for purposes of discussion), the first key deliverable (detailed project plan) would be due around June 15, 2013. Given that there is a need for a draft of the plan in progress by September 1, 2013, it is likely that this milestone meeting would need to be held in early August.

Overall Project Approach

Based on feedback and discussion at the Milestone meeting, the Team will modify and/or augment its high level findings and recommendations. These deliverables will naturally provide the basis for analysis, conclusions and recommendations in the follow-on phases of the project.

9. Conduct Follow-on Research and Analysis

The final four phases naturally build on the data and analysis conducted to date. In this phase, the Project Team will do necessary follow-on research and analysis geared toward any outstanding issues identified in the Mid-Project Milestone meeting. As with the prior phases, the project team will collaborate as needed with stakeholders to vet findings and recommendations.

10. Draft Findings and Recommendations

As identified in the Scope of Work, by September 1, 2013 (or September 3 to account for the holiday), the Project Team will develop a draft of the plan in progress to be available for September legislative days. The plan will incorporate the following:

- I. Issue or Problem
- II. Current Processes and Methods
- III. Benchmarking and Best Practices
- IV. Analysis
- V. Alternatives/Options
- VI. Recommendations
- VII. Implementation Plans

The written plan will identify specific events and activities whose timing and integration produce the intended outcomes of the change initiative. In this case, it is not expected that these will focus on reductions in current state staffing – rather, the focus is on better alignment and service integration, and that will be the focus of the recommended plan in progress.

11. Conduct an Implementation Workshop

PFM has found that besides just communicating an implementation plan in a report, it is effective to hold a workshop with key stakeholders to discuss key issues – overcoming resistance to change, change management generally, risk management, timelines, etc. This provides a final opportunity to both shape findings and recommendations but also to prepare and inform stakeholders on the challenges they may have to address/overcome related to key recommendations and initiatives.

12. Provide the Final Report and Communicate Results

By November 15, 2013, the Project Team will provide a written comprehensive plan for a new workforce development model of state governance, service delivery and community partnerships for delivery to the Governor and Legislature. The Project Team will, as requested, also work with the State to develop a communication plan tailored to project recommendations as appropriate.

Overall Project Approach

Key Events and Activities

The following details the tasks, events and activities associated with each of the preceding project phases. It also identifies milestones and/or deliverables associated with them.

Project Phase	Tasks/Events	Activities
Project Planning	<ul style="list-style-type: none"> Provide detailed data request 	<ul style="list-style-type: none"> Develop detailed project plan Develop detailed project timeline Establish project reporting structure and frequency of reports
Project Kick-off	<ul style="list-style-type: none"> Project Kick-off 	<ul style="list-style-type: none"> Provide engagement letter Schedule and hold Kick-off
Data Review, Benchmarking and Best Practices Research		<ul style="list-style-type: none"> Identify peer organizations Design and administer electronic surveys/notification Follow-up with State contacts Research on non-responding states Best practices research
Interviews with Executive Leadership		<ul style="list-style-type: none"> Schedule and conduct interviews Use to identify further interviews/research/analysis
Site Visits, Staff Interviews and Stakeholder Input	<ul style="list-style-type: none"> Review and analyze existing agency programs, materials and organizational climate 	<ul style="list-style-type: none"> Schedule and conduct interviews, with a focus on stakeholder engagement Document and/or map current processes Evaluate alternative structures and proposals
Performance Metric and Organizational Analysis	<ul style="list-style-type: none"> Review and analyze existing agency programs and organizational climate 	<ul style="list-style-type: none"> Analyze existing metrics Compare with other performance metrics Analyze organization
Evaluate Customer Service	<ul style="list-style-type: none"> Implementation of stakeholder engagement process 	<ul style="list-style-type: none"> Interviews, surveys, focus groups and other outreach methods for stakeholders Follow-up on areas of interest for process change
Develop and Communicate High Level Findings	<ul style="list-style-type: none"> Evaluation of Peer State Models and Best Practices 	<ul style="list-style-type: none"> Analyze benchmarking and best practices data and research Analyze Oregon-specific issues Do follow-on and follow-up discussions with stakeholders Draft high level findings Communicate through a Mid-project milestone meeting
Follow-on		<ul style="list-style-type: none"> Conduct follow-on research and

DRAFT – Internal Working Document



Overall Project Approach

Project Phase	Tasks/Events	Activities
Research and Analysis		<ul style="list-style-type: none"> analysis based on mid-project milestone Evaluate readiness for strategic sourcing best practices Evaluate sheltered markets
Draft Findings and Recommendations		<ul style="list-style-type: none"> Draft plan with all detailed findings and recommendations
Implementation Workshop		<ul style="list-style-type: none"> Schedule and conduct implementation workshop Adapt plan and implementation plan if needed
Final Report		<ul style="list-style-type: none"> Develop communication plan as needed for report Submit comprehensive plan

Milestones and Deliverables

Project Phase	Corresponding Milestone/Deliverable
Project Planning	<ul style="list-style-type: none"> Written Project Plan within 30 days
Project Kick-off	
Data Review, Benchmarking and Best Practices Research	<ul style="list-style-type: none"> Evaluation of Peer State Models and Best Practices
Interviews with Executive Leadership	
Site Visits, Staff Interviews and Stakeholder Input	
Performance Metric and Organizational Analysis	
Evaluate Customer Service	
Develop and Communicate High Level Findings	<ul style="list-style-type: none"> Mid-project Milestone
Follow-on Research and Analysis	
Draft Findings and Recommendations	<ul style="list-style-type: none"> Draft of Plan in Progress by September 1
Implementation Workshop	
Final Report	<ul style="list-style-type: none"> Comprehensive plan for new workforce model to Governor, Legislature

Overall Project Approach

High-Level Project Timeline

The following provides a high level project activities timeline:





II. Detailed Project Process Steps

Detailed Project Process Steps

Key Tasks and Considerations

As outlined in the Scope of Work, the key tasks and deliverables identified for this engagement include the following:

- Review and analyze existing agency programs, fiscal and operational materials and organizational climate identifying issues and opportunities for improvements. Identify work that can be eliminated.
- Evaluate alternative structures and proposals; refine such structures and proposals throughout the planning process. Ensure linkage to the Governor's "40-40-20" Education System goals.
- Assist with implementation of stakeholder engagement process – including customers, service providers, local work force boards, field staff for state agencies and other parties. Develop methods to capture input from diverse audiences and business partners, as well as methods for leadership to consider such input as the plan is developed.
- Develop a project plan that identifies specific events and activities whose timing and integration produce the intended outcomes of the change initiatives (e.g. cuts costs and increases efficiency) and identifies responsible parties for each of the goals and objectives included in the plan.
- Lead/conduct research to identify state and federal policy barriers to greater alignment.

The detailed project process steps as outlined in the following pages have also taken the following considerations into account:

- Legislative Timelines
- Stakeholder Engagement Efforts
- Employee and Stakeholder Communications
- Coordination with other State Agencies
- Coordination with Office of the Chief Operating Officer

Key Challenges

As outlined in the Scope of Work, the key challenges identified for this engagement include the following:

- The Oregon workforce system does not include alignment of the outcomes and operations of the state and local stakeholders.
- Coordination and collaboration between representatives of education, economic development and workforce development need to be strengthened.
- Multiple funding streams and federal requirements promote disparity in the delivery of workforce products and services.
- Long time staff and volunteers at the state and local levels may be resistant to change.

Besides these key policy-related challenges, it is important to recognize that there may also be project management challenges. Given the tight timeframe and large number of involved internal and external stakeholders, it will be important to stay on track and on time. The following are potential project risks and strategies to manage and/or mitigate them:

- Scheduling with key stakeholders and subject matter experts (risk of not meeting deadlines and obtaining necessary information).
- Obtaining necessary workforce system data (risk of not meeting deadlines and/or erroneous findings).

Detailed Project Process Steps

- Obtaining necessary peer data for benchmarking (risk of not meeting deadlines and/or erroneous findings).
- Obtaining timely feedback on information requests, drafts of findings and recommendations (risk of not meeting deadlines and/or erroneous findings).

It is understood that many of the State staff that are key to a successful project have a variety of important duties and responsibilities. We will use the following strategies to work to minimize time demands:

- Our project approach puts your available time first – all scheduling is being done by the State, and the PFM team will work within that time structure.
- We will provide the general scope of discussion and likely questions or topics to cover ahead of interviews so that the interviewee can be prepared and the time is as productive as possible for all involved.

The availability of data is, of course, a critical determinant for project success. We will use the following strategies to maximize the likelihood of obtaining all necessary information:

- We have provided a detailed, written data request prior to the interview and data analysis phase. We have discussed the data needs in detail on the project kick-off call and will work with you to determine the 'just right' approach between depth and brevity.
- We will provide one point of contact for the project for data submissions – we will make sure all data is routed among our team once the single point of contact receives it.
- We will include a data request check-list, including data received and data still outstanding with the weekly project report.

Perhaps the area with the greatest likelihood for delays and omissions is in benchmarking data for peer groups. It is often difficult to get timely responses from other organizations, who do not necessarily share your and your staff's motivation to handle this request. We will use the following strategies to maximize the likelihood of obtaining all necessary information:

- We would prepare a letter from the State to be sent to the peer organizations, explaining the project and asking for their cooperation in responding to our request. We will also ask them for a contact person for the benchmarking request.
- The written benchmarking survey will allow for the peer organization to complete the survey online, to minimize their time demand.
- We will do follow-up contacts by email and phone to induce participation and to clarify any questions.
- If you are so inclined, we can offer to share benchmarking data at the end of the project with them, which often will increase their willingness to participate.
- We would suggest that, if five peer organizations are considered a good target, that we initially identify another two organizations that can be contacted should we be unable to get cooperation by all of the original five.

For the project to stay on schedule, it will be necessary for follow-up requests to the State to be handled within a reasonable timeframe. Again, understanding that there are many other critical time demands for staff, we will use the following strategies to limit the risk of delays and bottlenecks:

- In all but the most extreme cases, at least five business days will be considered acceptable for response. In cases where expedited information is absolutely necessary for project performance, we will notify the State project manager and make a specific request for approval for an expedited response.
- The regular project report will report on all requests made to the State for feedback or follow-on requests and identify those past due and assess the risk to project performance from lack of response.

Detailed Project Process Steps

Detailed Project Timeline

The following tables include a detailed, week by week timeline that outlines the process steps for each deliverable within the four phases of this scope of work:

Phase I Deliverable and Project Process Steps

Deliverable No.	Description	Due Date
1.1	Initial Information Request	
1.1.1	Provide initial project information request	May 23
1.2	Peer State Model and Best Practice Evaluation Matrix	
1.2.1	PFM team on-site discussions on key States and best practices with Workforce Policy Cabinet (WPC)	June 3 - 4
1.2.2	PFM outreach to national organizations and Workforce subject matter experts	June 5 - 12
1.3	Collective Identification of 5 Key State Systems and System Elements	
1.3.1	Matrix of suggested 5 state systems and key elements provided to client for initial approval	June 12
1.3.2	Comparable state contact letter provided to project manager for approval	June 12
1.3.3	Discussion (with WPC) of key state system metrics to collect for database	June 19
1.3.4	Client approval (including WPC) of key state systems and elements for benchmarking database	June 19
1.3.5	Comprehensive set of survey questions for comparable states provided to project manager	June 21
1.3.6	PFM team outreach to comparable states to complete state system/key element research/best practices	June 19 – July 23
1.3.7	PFM team development of comparable state survey tool	June 19 – July 23
1.4	Draft Project Plan	
1.4.1	Preliminary DRAFT Project Plan provided to project manager for review and feedback	June 11
1.4.2	DRAFT Project Plan with client feedback incorporated provided for OWIB packet/review	June 12
1.5	Initial On-site Interviews with Executive Leadership and Workforce Policy Cabinet	
1.5.1	PFM team provide sample set of questions and information to be obtained from the interview	3 days in advance
1.5.2	2 full days of initial on-site interviews and meetings	June 3 and 4
1.5.3	Bulleted summary/key points from interviews and meetings provided to project manager	Within 7 days
1.6	Incorporation of Executive Leadership Feedback into DRAFT Project Plan	
1.6.1	PFM to gather OWIB feedback and suggested augmentations to DRAFT Project Plan	June 21



Detailed Project Process Steps

1.7	On-Site Project Kick-Off Presentation to OWIB	
1.7.1	PPT Presentation provided in advance of June 21 OWIB meeting	June 18
1.7.2	On-site PPT presentation and Q&A to OWIB by key members of PFM project team	June 21
1.8	Collective Refinement of FINAL Project Plan	
1.8.1	PFM to incorporate OWIB feedback and suggestions into DRAFT Project Plan	June 24 - 25
1.8.2	PFM to present FINAL Project Plan on bi-weekly project update call	June 26
1.9	Agency Requested Project Updates	
1.9.1	PFM to participate in biweekly calls with WPC on Wednesdays at 10am PST	June 12 – Nov. 15
1.9.2	Workforce Policy Cabinet to approve PFM team template for Bi-Weekly Reports	June 12
1.9.3	First Bi-Weekly Report delivered to WPC in agreed upon template	June 19
1.9.4	PFM to provide written Bi-Weekly Report by 5pm one day prior to WPC meetings	June 18 – Nov. 15

Detailed Project Process Steps

Phase II Deliverable and Project Process Steps

Deliverable No.	Description	Due Date
2.1	On-site Stakeholder Interviews and Field Meetings	
2.1.1	PFM team on-site visit and tour of rural LWIB – Location TBD	June 19 - 21
2.1.2	PFM team on-site visit and tour of integrated OSS field offices - Portland, Salem, Eugene LWIBs	June 19 - 21
2.1.3	PFM team on-site visit with Albany LWIB	June 19 - 21
2.1.4	PFM team interview or on-site visit with CC (in tandem with OSS on-site visit if possible)	June 19 - 21
2.1.5	PFM team on-site visit to DHS co-location office	June 19 - 21
2.1.6	PFM team on-site visit or interview with Business Development Office (BDO)	June 19 - 21
2.1.7	PFM team touchpoints with key Advisory Boards	TBD
2.2	Compiled Feedback Documentation from LWIBs and Stakeholders	
2.2.1	PFM team develop customer service/feedback survey to deliver to key stakeholders	June 24
2.2.2	Client approval and delivery of customer service/feedback survey link	July 8
2.2.3	Results of customer service/feedback survey provided to WPC	August 1
2.2.4	Bulleted summary of each LWIB and Stakeholder visit provided to WPC	Within 7 days of visit
2.2.5	Comprehensive LWIB/Stakeholder high level findings summary provided to WPC	Within 7 days of last visit
2.3	Comprehensive Database of Key State System Model Elements	
2.3.1	Database provided in advance of July 24 meeting for discussion and review	July 23
2.3.2	Facilitate on-site discussion with WPC on database findings of State and system elements	July 24
2.3.3	On-site meetings with WPC to explore data elements of system elements applicable to Oregon	July 24 - 25
2.4	Comprehensive Inventory/Database of Programs/Funding/Data Elements and Outcomes	
2.4.1	Initial request for information and follow-up to workforce agencies	May 23 – Feb. 28
2.4.2	Mock up of inventory/database provided to WPC for design approval	June 12
2.4.3	Collect a.-e. in SOW for agencies responsible for workforce-related functions	May 23 – August 2
2.4.4	Collection of performance metrics used by agencies responsible for workforce-related functions	May 23 – August 2
2.4.6	Provide WPC with comprehensive inventory of findings from organizational analysis	August 2
2.4.7	Facilitate on-site workshop with WPC to discuss more effective and efficient service delivery	July 24
2.4.8	Facilitate on-site discussion on State and Federal policy barriers to greater alignment	July 24
2.4.9	Provide WPC with written summary of workshop outcomes	Within 7 days

Detailed Project Process Steps

2.5	Mapped Business Processes	
2.5.1	Provide mapped businesses processes relevant to organizational assessment discussions	August 2
2.6	Agency Requested Project Updates	
2.6.1	PFM to participate in biweekly calls with WPC on Wednesdays at 10am PST	June 12 – November 15
2.6.2	PFM to provide written Bi-Weekly Report by 5pm one day prior to WPC meetings	June 18 – November 15
2.6.3	PFM to provide additional client updates as needed	Upon client request



Detailed Project Process Steps

Phase III Deliverable and Project Process Steps

Deliverable No.	Description	Due Date
3.1	High Level Findings Documentation	
3.1.1	High level findings summary database provided to WPC	August 2
3.2	Mid-Project Milestone Presentation	
3.2.1	PPT presentation provided to WPC for distribution	Within 5 days of visit
3.2.2	PFM project team on-site to present Mid-Project Milestone presentation to WPC	August 14
3.3	Best Practice/Policy Barrier Findings and Options	
3.3.1	Summary of barriers discussed at July 24 meeting provided to WPC	August 14
3.3.2	Summary of policy barriers included in Mid-Project Milestone presentation to WPC	August 14
	Whitepaper on policy barriers – best practices and options provided to WPC	September 3
3.4	Detailed Process Maps	
3.4.1	Provided by PFM for any proposed realignment of administrative functions in Comprehensive Plan	September 3
3.5	Options for Maximizing Funding Streams	
3.5.1	Whitepaper on maximizing funding streams specific to Oregon provided to WPC	September 3
3.6	Program Data Listings/Alignment of Outcomes Documentation	
3.6.1	Provided within the DRAFT Comprehensive Plan provided to WPC	September 3
3.7	Agency Requested Project Updates	
3.7.1	PFM to participate in biweekly calls with WPC on Wednesdays at 10am PST	June 12 – November 15
3.7.2	PFM to provide written Bi-Weekly Report by 5pm one day prior to WPC meetings	June 18 – November 15
3.7.3	PFM to provide additional client updates as needed	Upon client request

Detailed Project Process Steps

Phase IV Deliverable and Project Process Steps

Deliverable No.	Description	Due Date
4.1	Draft of Comprehensive Plan in Progress	
4.1.1	DRAFT Comprehensive Plan provided to WPC	September 3
4.2	Incorporation of Plan Revisions	
4.2.1	WPC modifications and feedback incorporated into DRAFT Plan	September 14
4.2.2	WPC present DRAFT to Legislators during Interim Days	September 16-18
4.2.3	PFM project team on-site to present DRAFT Comprehensive Plan in Progress to OWIB	September 20
4.2.4	Legislative and OWIB feedback incorporated into DRAFT Comprehensive Plan	September 20 - October
4.2.5	PFM team to conduct any additional research as needed to incorporate into DRAFT Plan	September 20 – October
4.2.6	Final Plan submitted to WPC for distribution to OWIB	November 1
4.2.7	PFM team on-site to present FINAL Plan to OWIB	November 8
4.3	Implementation Workshop	
4.3.1	PFM team on-site to facilitate Implementation Workshop with OWIB	December 6
4.4	Communications Plan	
4.4.1	DRAFT Communications Plan included in FINAL Plan to OWIB	November 8
4.4.2	Refinement of Communications Plan incorporating OWIB feedback	November 8 - 19
4.4.3	FINAL Communications Plan provided to OWIB for Legislative distribution	November 19
4.4.4	Legislative days to gain sign-off on FINAL Plan	November 20 - 22
4.5	Comprehensive Plan for Workforce Development Model	
4.5.1	PFM team on-site to present FINAL Plan to OWIB	November 8
4.6	Agency Requested Project Updates	
4.6.1	PFM to participate in biweekly calls with WPC on Wednesdays at 10am PST	June 12 – November 15
4.6.2	PFM to provide written Bi-Weekly Report by 5pm one day prior to WPC meetings	June 18 – November 15
4.6.3	PFM to provide additional client updates as needed	Upon client request

III. Staffing Proposal



Staffing Proposal

Staff Resumes

Below you will find the resumes for the primary members of the senior PFM team that will be contributing to this scope of work:

Cynthia P. Eisenhauer, Subject Matter Expert

Cynthia P. Eisenhauer, Subcontractor, is an experienced senior level executive with over 30 years as a successful and innovative state government leader. A creative and 'outside the box' leader with a strong ability to bring consensus with diverse individuals and groups, she is the recipient of several significant national awards, including the National Workforce Development Administrator of the Year and the 1998 Eagle Award for Distinguished Service to America's Businesses and Workers.

Ms. Eisenhauer was the Chief Executive Officer for Iowa's Department for Workforce Development from 1990 to 1999. By working extensively with state and local leaders in business, education, labor and government, she was able to achieve the following:

- Reduced Agency operating costs more than \$25 million (17percent) by streamlining processes, introducing the principles of continuous improvement, and making investments in technology.
- Led the successful redesign and alignment of state and federal employment and training programs to improve results and save money, requiring legislation and extensive outreach and consultation.
- Consistently exceeded national performance measurements including market share at 30 percent and customer satisfaction at 24.5 percent above national average.
- Doubled available funding (\$23 million to \$53 million) to build strong community workforces by reducing administrative costs and increasing local funding flexibility.
- Increased customer service and effective marketing strategies, while reducing the number of employees by 280, including 92 management positions.
- Reduced unemployment insurance tax rates in 1994, and again in 1995, through effective management of Iowa's unemployment trust fund, saving Iowa employers over \$60 million each year.
- Achieved record low workplace fatalities and reduced in workforce illness and injuries through voluntary inspections and public education.
- Improved information technology systems to achieve enterprise wide IT resource planning and developed the first electronic commerce business plan for government.

Ms. Eisenhauer's outstanding leadership led incoming-Governor Thomas Vilsack to select her to be Director of the Department of Management, the State's Chief Operating Officer from 1999 to 2004. Among her notable achievements in that position include:

- Improved government accountability by creating a system to measure results and return on investment in government products and services.
- Initiated the Iowa Excellence program that pursues the achievement of the Baldrige principles of organizational excellence.
- Became the second state (after Washington) to adopt a Budgeting for Outcomes approach to preparing and presenting the Governor's budget.
- Developed the 'Charter Agency' approach to streamlining rules and regulations in return for improved outcomes and savings, for which the State received the 'Innovations in Government' award (often referred to as the Oscars for government innovation) from the Ash Center for Democratic Governance and Innovation at Harvard University.

Staffing Proposal

Ms. Eisenhower completed her career in state government by serving as Governor Vilsack's Chief of Staff from 2004-2007. Her prior state government experience included serving as Director of Business and Finance for the Iowa Board of Regents, Management Director at the Department of Management and Director of Field Operations for the Department of Revenue.

Among Ms. Eisenhower's many awards (besides those described above), she received the Gloria Timmer Lifetime Achievement Award from the National Association of State Budget Officers, the Iowa Association of Business and Industry's "Leadership for Iowa" award and the "Woman of Achievement" award from the Iowa Business Record.

Ms. Eisenhower received her Bachelor of Science degree in Education from Kansas State Teachers College and her Masters of Public Administration degree from Drake University. She currently serves as a Trustee of the Financial Accounting Foundation, as a Board Member of the Association of Business and Industry Foundation, as a Senior Advisor to the Pew Charitable Trusts Center for the States and as an adjunct professor at Iowa State University in the Master of Public Administration program.

John F. Cape, Managing Director

John Cape, Managing Director, would serve as the **Engagement Director** for this project. Mr. Cape is a leader of the firm's Management and Budget Consulting practice nationwide and co-leads the State Management and Budget Consulting practice. Mr. Cape has directed multiple projects focused on process improvement efforts for multiple state and local government agencies around the country. For the Pennsylvania Department of Public Welfare, Mr. Cape has led multiple projects over a five-year basis focused on improving business processes related to program delivery and federal reporting. Mr. Cape has also led a recent project for the Virginia Department of Behavioral Health and Developmental Services focused on assessing their fiscal and budgeting operations for the purpose of ensuring compliance with a settlement agreement with the US Department of Justice. He is also currently leading an engagement with the Los Angeles County, California Department of Human Services through the Annie E. Casey Foundation to simplify and integrate the Department's policies and procedures documents.

Prior to joining PFM, Mr. Cape served as the Director of the Budget for New York State. As Director, he was New York's chief financial officer and the principal fiscal advisor to the Governor, heading the Division of the Budget, whose 350 staff members oversee a \$113 billion operating budget and \$50 billion debt portfolio.

Mr. Cape began his State career in 1973, working as Municipal Management Consultant and Federal program manager before joining the Division of the Budget in 1980. During the following 26 years, he had the opportunity to oversee funding for virtually every State program area. In 2000, he was promoted to Deputy Director, overseeing statewide budget planning, development, negotiation and execution, advancing to Director in 2004. He also served as Chairman of the State's Public Authority Control Board.

Mr. Cape serves as a Senior Fellow of the Rockefeller Institute of Government and is a Fellow of the State Academy of Public Administrators. He is the 2006 recipient of the Center for Technology in Government's Rudolph W. Giuliani Leadership Award, and recipient of the American Society for Public Administration's Charles Evans Hughes Award.

Mr. Cape received his Bachelor of Arts degree from the State University of New York Empire State College and pursued graduate study at the Rockefeller College of Public Affairs.

Randall Bauer, Director

Randall Bauer, Director, will serve as **Project Manager**. At PFM, Mr. Bauer co-leads the State Management and Budget Consulting practice. Since joining PFM in 2005, Mr. Bauer has managed multiple projects at PFM with a focus on identifying opportunities for achieving efficiency and/or cost savings through optimized service delivery approaches. Mr. Bauer has extensive experience with the

Staffing Proposal

Nebraska Department of Administrative Services, which focused on organizational assessment, strategic planning and implementation assistance. Mr. Bauer is also experienced with stakeholder facilitation, having led projects to develop a strategic plan for technology upgrades for the City of Baltimore, facilitating a City-Council appointed Citizens Task Force on Sustainability for the City of Colorado Springs and leading a joint project to identify opportunities for better cooperation and collaboration between the City of St. Louis and St. Louis County, Missouri.

Mr. Bauer has also managed multiple state projects focused on process improvement and federal compliance, including assessing and assisting departments with reporting compliance for the federal ARRA funding for the States of Minnesota and Georgia. Most recently, he led a project to assist the State of Nebraska Department of Labor with compliance with reporting requirements related to the Workforce Investment Act.

Prior to joining PFM, Mr. Bauer served for nearly seven years as Budget Director for the State of Iowa. In that capacity, he was Governor Thomas Vilsack's chief adviser for the State's \$12 billion budget as well as a senior adviser on tax and public finance issues. During Mr. Bauer's tenure, Iowa created a new results-focused budget process, implemented a performance reporting system and developed a web-based budget system. Mr. Bauer also served as a leader on multiple government transformation efforts, including chairing the Finance Enterprise Planning Team, serving on the steering committee for its Budgeting for Outcomes budget process, and assisting in the statutory and budget development of Iowa's entrepreneurial management effort. Prior to his work as State Budget Director, Mr. Bauer served for over ten years as a senior analyst for the Iowa Senate with primary responsibilities on economic and workforce development, budget, tax and infrastructure issues.

Mr. Bauer has a Bachelor of Arts degree from Coe College, the Certified Public Manager designation from Drake University, and was a Fannie Mae Foundation Fellow at Harvard University's program for senior executives in state and local government. He has served as Vice President for Finance and on the Executive Board of the United States Chess Federation, as President of the Iowa Society of Certified Public Managers, and is a life member of the National Association of State Budget Officers, where he served on its Executive Committee.

Heidi Patterson, Senior Managing Consultant

Heidi Patterson, Senior Managing Consultant, will provide daily management of various PFM activities, including benchmarking and best practices research and process mapping. Ms. Patterson works in PFM's Management and Budget Consulting group primarily supporting its state government practice. Ms. Patterson's recent engagements have included serving as 'second chair' on a tax study for the State of Hawaii, developing key performance indicators for the State of Nebraska, a performance audit for the Illinois State Toll Highway Authority, an organizational review for the State of Pennsylvania Public Utility Commission and an intergovernmental cooperation study for the City and County of St. Louis. Since joining PFM, she has worked with the States of Illinois, Nebraska, New York, Pennsylvania and Virginia, as well as major local governments including Boise, ID; Colorado Springs, CO; Kansas City, MO; New Orleans, LA and the Detroit and St. Louis Public Schools.

Prior to joining PFM, she served as the Executive Director of the Iowa Accountancy Examining Board where she was responsible for the licensing and regulation of the State's 10,000 CPAs and LPAs. Ms. Patterson also served on the National Association of State Boards of Accountancy (NASBA) Executive Director's Committee and the NASBA CPA Mobility Taskforce. Prior to that, as the Executive Assistant to the Governor's Chief of Staff and the Director of the Iowa Department of Management, she supported strategic planning and government accountability initiatives across State government. Ms. Patterson participated in multiple aspects of Iowa's Budgeting for Results efforts, including training and coordination on the performance measures component of the web-based budget system and formulating communication strategies for lawmakers, constituents and decision-makers.

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Ms. Patterson graduated from Iowa State University where she received a Bachelor of Arts degree in Political Science.

Vijay Kapoor, Director

Vijay Kapoor, Director, leads the Management and Budget Workforce Consulting practice. Mr. Kapoor provides economic and strategic support for public sector bargaining, and is an experienced interest arbitration expert witness testifying on behalf of counties, cities, townships and boroughs. Mr. Kapoor is also a frequent speaker on financial analysis for public sector labor relations matters. Mr. Kapoor has also published numerous articles on public sector collective bargaining in professional publications.

Prior to joining PFM, he founded a company that provided operational and workforce consulting services to state and local governments. In that capacity, he was a subcontractor subject matter expert for the PFM Team that provided recommendations for restructuring the Pennsylvania Public Utilities Commission, which is included in the preceding case studies.

Previously, Mr. Kapoor also served in state government in positions including Executive Director of the Commonwealth of Pennsylvania's Office of Management and Productivity. In this capacity, Mr. Kapoor was responsible for leading both enterprise-wide and agency-specific cost savings projects towards the goal of reaching \$1.5 billion in annual savings from Commonwealth operations – a goal that was attained and surpassed under his leadership. Mr. Kapoor also previously practiced as a labor and employment attorney in Philadelphia, where he specialized in public sector labor relations matters.

Mr. Kapoor graduated from the University of Chicago with degrees in economics and public policy studies (with honors) and received his J.D. from the University of Pennsylvania Law School, where he received the labor law prize and Symposium Editor for the Journal of Labor and Employment law. He also received a certificate in Business and Public Policy from the Wharton School of the University of Pennsylvania. He has been certified as a Senior Professional in Human Resources (SPHR) since 2008.

Ken Rust, Director

Ken Rust, Director will provide local knowledge and presence and also act as a Subject Matter Expert for the project. Mr. Rust re-joined PFM in 2012 as a Director in the firm's newly-opened Portland, OR office. Mr. Rust's work focuses on general government clients in Oregon and the Pacific Northwest in addition to supporting the firm's work in the area of Management and Budget Consulting. Mr. Rust is a veteran public finance professional with over 30 years of experience in a wide range of consulting and public sector assignments and was a Senior Managing Consultant with PFM before leaving the firm in 1993 to work in the public sector.

Mr. Rust's public sector experience includes a variety of roles and duties over an 18-year career at the City of Portland. In 2006 Mr. Rust was appointed as Chief Administrative Officer and Director of the Office of Management and Finance with responsibility for directing a 763 person central administrative organization with an annual budget of \$236 million. Service area responsibilities included procurement, financial services, technology and communication services, human resources, facilities and fleet management, and revenue collection and code enforcement. As CAO, Mr. Rust provided strategic support on all city-wide initiatives and reported directly to the Mayor and City Council.

Previously Mr. Rust served as the City's Chief Financial Officer and Director of the Bureau of Financial Services beginning in 1997. Prior to becoming CFO, Mr. Rust served as the City's Debt Manager with responsibility for all aspects of the debt issuance process including preparing disclosure documents, structuring bond issues, maintaining relationships with rating agencies, insurers and other financial market participants, conducting both competitive and negotiated sales, and coordinating all aspects of the City's ongoing debt activities.

Mr. Rust began his career as an economist and project manager with CH2M Hill, specializing in the development of rate and user charge systems for municipally-owned water, sewer, solid waste, storm



Staffing Proposal

water, and transportation utilities. Mr. Rust managed project teams in the development and implementation of strategic financial plans, presentation of reports and findings to elected officials and regulatory bodies, and preparation of feasibility reports supporting the issuance of revenue bonds. In addition to his career as a public finance professional, Mr. Rust is a past president of the Government Finance Officers Association (GFOA) and over the past 18 years has served on the Debt and Fiscal Policy standing committee and as chair of the Economic Development and Capital Planning standing committee. In 2008 Mr. Rust served as GFOA's appointee to the National Performance Management Advisory Commission. Mr. Rust has been recognized by the Oregon Municipal Finance Officers Association for his outstanding contributions to public finance in Oregon, and is a past appointee to the Oregon Municipal Debt Advisory Commission.

Mr. Rust is a graduate of Portland State University, and holds a Bachelor of Science degree in Economics and Business Administration.

Adam Benson, Senior Analyst

Adam Benson, Senior Analyst is in the firm's Management and Budget Consulting group, where he specializes in public sector workforce analysis.

At PFM, Mr. Benson has provided research and analysis for long-range workforce strategy development and public employee bargaining on behalf of large and complex public employers nationally, including the Commonwealth of Pennsylvania, State of Delaware, New York Metropolitan Transportation Authority, City of Baltimore, MD, and Anne Arundel County, MD, Montgomery County, MD, and Prince George's County, MD.

Prior to joining PFM, Mr. Benson worked as an Underwriting Specialist at a global health insurance and health services company with more than 70 million customer relationships worldwide. He is a graduate of his prior firm's Underwriting Leadership Training Program in risk management, and was certified to provide Continuing Education courses in seven (7) states.

Earlier in his career, Mr. Benson also served as a Legislative Assistant to a member of the New York State Senate and Chairman of the Senate Insurance Committee, and as a Legislative Assistant to a member of the Philadelphia City Council.

Mr. Benson holds a Masters in Public Administration and Professional Certificate in Public Finance from the University of Pennsylvania, and earned his B.A. from The George Washington University.

IV. Communication and Project Reporting

Communication and Project Reporting

Internal and External Communication Methods

The PFM team plans to use the following methods to ensure communication with internal and external stakeholders:

- On-site Interviews with Internal and External Stakeholders
 - ✓ Governor's Workforce Policy Cabinet (WPC)
 - ✓ Oregon Workforce Investment Board (OWIB)
 - ✓ On-site tours and interviews with a representative sample of Worksource Centers, local WIBs and integrated One-Stop Centers co-located with staff from the Department of Human Services (DHS) and community college stakeholders
 - ✓ On-site tours and interviews with a representative sample of local Business Development Offices (BDOs)
- Bi-weekly Project Status Reports Provided to WPC
- Monthly Updates to Worksource Centers, LWIBs and Other Key Stakeholders
 - ✓ The PFM team will include an addition 'one-pager' within every other bi-weekly report to be distributed to stakeholders to keep them informed of the project
- Survey Instruments
 - ✓ These tools will be used to capture input from key states for benchmarking and gathering relevant data elements related to the project and various external stakeholders in which the WPC and other key workforce agencies maintain populated distribution lists
 - ✓ These tools will also be deployed to gather customer service opinions from relevant stakeholders and help identify perceived and tangible state and federal policy barriers to greater program alignment

Additionally, the project team leads are happy to assist with any forms of verbal or written communication to internal or external stakeholders. However, we will submit for your approval any written project communication to internal or external stakeholders (general approval for items like internal information requests but specific approval for any external communication). We will also direct any media, legislative or citizen inquiries about the project and project activities to the project manager or WPC.

Communication and Project Reporting

Bi-Weekly Project Report

Below is a sample of the proposed bi-weekly reporting template:

Workforce Redesign – Bi-Weekly Project Report

TO: Sarah Miller, Deputy COO
TBD

FROM: PFM Project Team

REPORTING PERIOD: May 15-29, 2013

Activities Undertaken in Reporting Period

- Project Contract executed on May 16, 2013.
- Sample interview questions for June 3 and 4 meeting with Executive Leadership provided to client on May 16, 2013.
- Initial information request provided to client on May 22, 2013.
- General state system research initiated by project team.
- Project kick-off call with members of weekly Workforce System meeting attendees scheduled for May 29, 2013.

Scheduled Activities

- Initial round of on-site meetings with Executive Leadership scheduled for June 3 and 4.
- June 5 – Conference call with OWIB Executive Committee to discuss project contract.
- PFM Team participation in WIB Meeting on June 21.

Updated Project Calendars

May 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29 Kick Off Call	30	31	

- *May 29- Kick-off Call-Weekly Workforce System Meeting*



State of Oregon – Workforce Redesign Bi-Weekly Project Report | Page 1

Communication and Project Reporting

Workforce Redesign – Bi-Weekly Project Report

June 2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 On-site Interviews	4 On-site Interviews	5 OWIB Executive Committee	6	7	8
9	10	11	12	13	14 DRAFT Project Plan Due	15
16	17	18	19	20	21 WIB Meeting	22
23/30	24	25	26	27	28	29

- June 3-4- Initial on-site interviews with Executive Leadership
- June 5 – Conference call with OWIB Exec Comm
- June 14- DRAFT Project Plan Due
- June 21- WIB Meeting

Project Benchmarks

- Project Plan feedback gathered from Executive Leadership by June 14.
- Draft Project Plan completed by June 15.
- Follow-up from on-site meetings completed – week of June 10.

Performance over Reporting Period

- Bullet TBD for June 12 report
- Bullet TBD for June 12 report
- Bullet TBD for June 12 report

Issues in Need of Resolution



Issue No.	ISSUE	Proj. Impact (High/Med/Low)	Responsibility Assigned To	Actions & Status	Date Logged	Target Resolve Date
1.	<i>Describe Issue</i>	<i>List Impact</i>	TBD	<i>Description of Actions and Status</i>	<i>Date</i>	<i>Date</i>
2.	<i>Describe Issue</i>	<i>List Impact</i>	TBD	<i>Description of Actions and Status</i>	<i>Date</i>	<i>Date</i>

