

Oregon Workforce Investment Board

**April 11, 2014
1:00 – 4:00 pm**

**Chemeketa Center for Business and Industry
626 High Street NE, Salem 97301**

**Oregon at Work
Quality Jobs – Skilled Workers
Contributing to a strong state economy and local prosperity**

This page was intentionally left blank.

Table of Contents

Agenda for April 10 th Board Meeting.....	5
Consent Agenda.....	7
March 14 th Board Meeting Minutes	9 – 15
Oregon’s Registered Apprenticeship System	17
OWIB Staff Update.....	19
Revisions to the OWIB Bylaws	21 – 27
HECC/OWIB Taskforce Update.....	29
2015-2017 Budget Priorities	31 – 32
Governor’s Office Updates: Redesignation of Local Workforce Investment Areas	33
Governor’s Office Updates: Chartering of the Local Workforce Investment Boards	35 – 42

This page was intentionally left blank.

OREGON WORKFORCE INVESTMENT BOARD
OREGON AT WORK
QUALITY JOBS – SKILLED WORKERS
CONTRIBUTING TO A STRONG STATE ECONOMY AND LOCAL PROSPERITY

Agenda
Friday, April 11, 2014
1:00 – 4:00 pm
Chemeketa Center for Business and Industry
626 High Street NE, Salem 97301

1:00	1. Welcome and Introductions	Chair Ken Madden
1:05	2. Open Public Comment <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>	Chair Ken Madden
1:15	3. Consent Agenda a. March 14 Board Meeting Minutes	Chair Ken Madden
1:20	4. Oregon’s Registered Apprenticeship System	Steve Simms
2:20	5. Group Photo	Chair Ken Madden
2:30	6. OWIB Staff Update	Lisa Nisenfeld
2:35	7. Revisions to the OWIB Bylaws*	Chair Ken Madden
2:45	8. HECC/OWIB Taskforce Update	Chair Ken Madden
3:00	9. 2015-2017 Budget Priorities*	Melissa Leoni
3:15	10. Governor’s Office Updates a. Redesignation of Local Workforce Investment Areas b. Chartering of the Local Workforce Investment Boards	Agnes Balassa
3:55	11. Announcements	All
4:00	12. Adjourn	

* Action Items

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 Katelyn Roberts at 503-947-2435. 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.

This page was intentionally left blank.

Action Item
Consent Agenda

Minutes from March 14 Board Meeting

The minutes from the March 14th board meeting are included on pages 9 through 15 of this packet.

Recommended Action: Board should accept the March board meeting minutes.

This page was intentionally left blank.

Oregon Workforce Investment Board Minutes

Chemeketa Eola Viticulture Center, 215 Doaks Ferry Road NW, Salem 97304

March 14, 2014

Attendees

Members: Agnes Balassa, Dave Baker, Jeff Krolick , Sen. Michael Dembrow, Maureen Fallt, Joni George, Jessica Gomez, Megan Helzerman, Rep. Paul Holvey, Erinn Kelley-Siel, Lori Luchak, Chair Ken Madden, Laura McKinney, Matt Millard, Lisa Nisenfeld , Cheryl Roberts, Alan Unger, Frank Wall; via Collaborate: Susan Brown, Karen Goddin, Marvin Revoal, Barbara Rodriguez, Dacia Johnson, Claire Spanbock.

Absent: Barbara Byrd, Jesse Gamez, Gerald Hamilton, Rep. John Huffman, Joe Weber, Sen. Larry George, Stephaine Taylor.

Guests: Jordana Barclay, Melissa Leoni, Karen Humelbaugh, Clay Martin, Tim McGann, Gary Mueller, Andrew McGough, Chuck Forster, Kristina Payne, Todd Nell, John Ostling.

Staff: Katelyn Roberts

Meeting called to order at 1:10 p.m.

Board Chair Madden called the meeting to order. Chair Madden thanked Vice Chair Gomez for running last month's meeting in his absence. OWIB members and guests provided introductions.

Consent Agenda

Madden put motion on floor to approve the consent agenda, which included minutes for both January 3 and February 14 meetings and Memo of Clarification on Recommendation #6. Nisenfeld moved, Fallt seconded, motion passed unanimously.

Board Role Expansion and Improvement

Nisenfeld reported that SB 1566 was passed unanimously by the House and has been signed by the Governor. The bill was an important first step of the workforce system redesign, as it allows for better administrative re-alignment and gives OWIB oversight over the Oregon Employment Department (OED). A work group staffed by multiple agencies is working on the implementation of the redesign process. Humelbaugh reviewed the system redesign work plan, noting that there are task oriented work groups focused on each of the recommendation groupings. There are milestones to be met within each grouping, and updates will be provided at the OWIB meetings.

Melissa Leoni, OED's Government Relations Manager, provided a legislative update on workforce bills. HB 4018 moves Department of Community Colleges and Workforce Development under the Higher Education Coordinating Commission, effective July 1, 2015. The bill also establishes the *Task Force on Integrating the Department of Community Colleges and Workforce Development into the Higher*

Education Coordinating Commission. This bill has passed and is awaiting Governor's signature. HB 4058 amends the 40-40-20 education goals to include apprenticeship programs registered with State Apprenticeship and Training Council. SB 1527 directs the Oregon Business Development Department, in coordination with local workforce investment boards, to contract with private or public entities to develop Dislocated Worker Training Program as a pilot program to enable unemployed and underemployed engineers and industry professionals in bioscience and manufacturing traded sector industries to be reemployed in Oregon. The Oregon Bioscience Association will do the local coordination with LWIBs. Gomez noted this bill was highly specific, and inquired about its origins. Balassa responded that it evolved out of program with Worksystems, Inc. that developed training modules in bioscience, and the Association wanted to continue this program.

Revoal asked if the community college related bills created additional costs for the community colleges in order to implement them. Humelbaugh responded that no additional funds were allocated to community colleges or CCWD for implementation, with the exception of HB 4116 that had a budget. HB 4116 directs CCWD and HECC to jointly establish grant program for purpose of distributing moneys to community colleges to increase number of underserved, low-income, and first-generation college-bound students who enroll in community college and make progress toward degree or certificate. Sen. Dembrow noted that the Legislature allocated \$750,000 to expand a Portland Community College program that reached out to first generation college students so that it can be replicated. HB 4019 has minimal fiscal impact, SB 1524 is a study bill, and SB 1527 is intended to focus on making it easier to students to receive dual credit.

Nisenfeld provided an update on state budget process for 2015-2017 biennium, and noted that the Program Funding Teams will have slightly different roles than last process. The intent is to have an OWIB subcommittee in place by the time the agencies begin drafting their budgets to ensure that the OWIB will have a better understanding of the process. She noted that OED is building their budget from scratch, rather than building off of previous year, which is what has occurred in prior years. Balassa noted there are nine Program Funding Teams, six of which cross disciplines and indicate priority areas for the Governor. These are Early Learning Initiatives, Effective Government, Making Work Pay, 21st Century Sustainable Transportation, Preservation of Natural Resources, and Health Care Reform.

Chair Madden introduced the OWIB Bylaws Revisions recommendations, and noted it came about due to Humelbaugh and Gomez's visit to National Governors Association for Best Practices meetings. These were first discussed with the Executive Committee, and the intent is to bring it to larger Board for discussion with any additional comments, then back to Executive Committee for review. Final approval will occur at April meeting. He said he is not looking for a motion at this time, but rather feedback and recommendations.

Humelbaugh said that the OWIB's current bylaws were approved in 2007, and it is important to update them in light of recent changes. She highlighted the revisions made:

- Article 1, Section 2 is a new addition to add OWIB's Vision and Goals
- Article 1, Sections 3, 4, 5 have updated numbering, but were not changed.

- Article 1, Section 6 is updated to reflect the changes resulting from SB 1566 that makes OWIB the primary advisory committee of the Oregon Employment Department, as well as staffing for the Board to reside at OED.
- Article 2 has no changes.
- Article 3, Section 1 updated to reflect technological changes, as it is not explicit in the current bylaws that phone or video conferencing can be used.
- Article 3, Section 2B updated to not permit proxy or absentee voting.
- Article 3, Section 4 on Quorum is better clarified. Proposed new bylaws requires majority of business representatives, excluding vacant positions so as not to deficit the Board in moving forward if there are vacant seats. However, a minimum of nine business seats must be filled.
- Article 5, Section 1 clarifies Executive Committee membership.
- Article 5, Section 2 clarifies the standing committees. It is recommended to not specifically list committees in the bylaws, as they may change depending on need. Another change is allowing non-OWIB members to serve on committees.

Commissioner Unger inquired why the Chief Elected Official was not on the Executive Committee, as that role is an important one within the workforce system.

Humelbaugh reviewed OWIB Committee Structure Recommendation document that proposes new committee structure that is able to move OWIB's strategies forward. The recommendations include: continue the work of the Executive Committee; sunset the Sectors, Certified Work Ready Communities, Systems Innovation, and Green Jobs Committees; and reconstitute the Youth and Education Committee. Nisenfeld stated the most effective boards she has been involved with the committees is where the work happens, and the Board looks to the committees for recommendations on decisions. She suggests the development of an annual calendar that describes the Board's work, which would better inform what committees are needed to make it happen. Chair Madden agreed with this approach. Luchak asked for clarification on this process. Nisenfeld responded that staff will look at activities needed, and then create committees based on the work. The Board has many things to look at, and will also need to determine the frequency with which committees meet.

Balassa wondered if it would make sense to form taskforces as means to get work done while the committee structures are still being sorted out. Gomez stated she supported this approach. Unger stated that he is chair of the Sector Committee, and would hope they would not stop the work they are doing because they are making progress. Humelbaugh stated the work will be continuing, but there will be reporting back so they do not lose ground in implementation. Balassa asked when the committees would sunset, and Humelbaugh stated it would be when new bylaws are approved.

Nisenfeld clarified that committees would not be stopped if they are making strides, and encouraged to continue to use what is working. Due to the confusion around end of committees, Chair Madden stated they will reassess the proposed committee restructure. The tentative plan is to have a more detailed recommendation to the Board at the May meeting.

Ten-Year Employment Projections: Broad Based Growth

Graham Slater provided ten-year employment projects by industry and occupation. This information is provided by the OED Research Division once every two years. He began with the statistic that Oregon will add over 258,000 jobs over the next 10 years, a 15.3% increase over 2012 level, and it is believed there will be a reasonably steady stream of jobs added over next ten years that will take the state beyond pre-recession levels.

Private sector growth (17%) will outpace public sector growth (9%). Key factors in this private sector growth are continued population growth; baby boomers continuing to retire and the need to replace them; continued growth in health care industry; and growth in construction as it recovers from large recession losses.

All industry sectors are projected to add jobs; Oregon's largest industries will add the most jobs, such as professional business services and health care. Construction will grow the fastest, at 29 %. Even with growth, some industries will not make it back to their pre-recession employment levels.

In addition to roughly 260,000 job openings due to economic growth, there will also be almost 400,000 openings from "replacement" jobs. Slater noted that replacement job numbers have implications, in that there must be planning for departures and not just new growth. While there will be many job openings in high-wage, high education jobs, there will be even more in lower-wage jobs.

Balassa asked where the staffing industry is captured in this data. Slater responded that those enrolled with temp agencies are counted based on their occupation, rather than their industry. Rep. Holvey inquired if the largest industries adding jobs take into account replacement jobs. Slater responded that this growth is in addition to replacement.

Slater continued that only 1/3 of projected openings required more than a high school education. About 55% of job openings required post secondary education in order for the applicant to be "competitive". He also noted that Portland and Bend areas are projected to have the fastest job growth, and he predicts that Oregon will grow faster than US rate.

There will be openings in almost all occupations, either due to growth or replacements or both. However, many occupations with the most openings are low-wage, low-skill occupations. Gomez asked if replacement jobs in service industry fluctuate with economy. Slater responded that is not generally seen in these numbers because they are not that precise, and because they look at a 10-year span. Rodriguez asked if the service jobs will end up being replaced by technology. Slater responded that some of them will, but they do not see them all being replaced by technology. There will still be a need for service workers.

Nisenfeld observed that the traded sector vs. non-traded sector line is blurred in these statistics, but if we are unable to fill jobs in higher skill industries, such as manufacturing, then the support sectors dependent on those will also be affected. Due to this, she encouraged the OWIB to focus on sectors that drive the economy. Balassa spoke to the importance of having this data and information that can inform OWIB's role as policy makers, and have the conversation regarding where the Board places its priority and efforts.

OWIB Strategic Initiatives

Humelbaugh introduced Todd Nell to provide a progress report on the National Career Readiness Certificate (NCRC) and Certified Work Ready Communities (CWRC). Nell provided an overview of the CWRC statewide strategy that is intended to build on a platform that aligns education, workforce and economic development. The CWRC initiative is about economic development – growing, expanding, and recruiting business. It is also a tool to help better understand and improve the talent pool.

Nell explained the background of creating the NCRC. After about 18,000 jobs were profiled across the country, it was determined that math, reading, and locating information comprised about 80% of skills necessary to be successful in almost any job. Bronze certification means seeker can be successful in about 16% of jobs in database; Silver is about 67%; Gold about 93%; and Platinum about 99%. He noted that the NCRC is not an academic assessment, but rather tests ability to apply knowledge in work place, and certifies skills.

The system goals for the initiative are 100,000 NCRCs; 4,000 signed business Letters of Support; 20,000 soft-skills certificates; and 2/3 of Oregon's counties are certified. The goals are set to be reached by June 30, 2015. To date there are 29,483 NCRCs; 1,360 signed business Letters of Support; 400 soft-skills certificates; and 0 counties certified.

Nell reviewed the strategies implemented in order to reach the goals. These include building awareness, implementing credit for prior learning, implementing NCRC for high school students, and implementing with apprenticeship, corrections, and tribal governments. There is a Systems Implementation Team in place that is identifying barriers, updating work plan, and adding accountability. Nell then showed marketing video that highlighted the successful utilization of the NCRC by NW Natural Gas.

Jon Ostling from Cascade Steel was introduced to discuss how his company has been using the NCRC effectively. The company has about 470 employees with a mean wage of \$65,000. Company executives wanted to reduce the on-boarding time it took with new employees, as well as have a better connection with employees when they began. He connected with Job Growers (which at the time was the Enterprise for Employment and Education) and Chemeketa Community College, learned about WorkKeys, and had every job in their facility profiled. Then they were introduced to the NCRC and saw the reduced time it took in getting new employees on board. They are now repeatedly receiving applicants with Gold and Platinum certifications, and company leadership has been happy with the success of using the NCRC.

Fallt inquired how Ostling was able to get company buy-in to profiling jobs. Ostling responded that he worked with their Union, as well as the community college and LWIB partners. Chair Madden asked if this process was possible for smaller companies. Ostling again encouraged working with the LWIB and community college to leverage with other small companies. Balassa added, at the time, there was also a Metals Consortium in the Polk/Marion/Yamhill region that enabled a number of companies to work together. She noted this one of the reasons sector strategies is important, as it allows businesses to calibrate against each other.

President Roberts noted that CCWD and Chemeketa Community College are working to certify all CTE graduates with an NCRC. Humelbaugh noted that Oregon has a higher percentage of Gold certifications compared to other state. Two reports will be covered at a later meeting that shows wage increase and retention numbers for those who have the NCRC.

Commissioner Unger asked about the costs of profiling, and why the state does not prefer NCRC in its hiring practices. Ostling stated it cost his company around a few thousand dollars for the profiling, and Humelbaugh noted the profiling is a set process by ACT and CCWD is working to get more state agency staff certified as profilers. She continued that there are ongoing discussions about state agencies preferring the NCRC. Many do, such as CCWD, and they are continuing to discuss with DAS Human Resources about making it statewide.

Sen. Dembrow inquired if there were currently any funding issues with the initiative and there will be a funding request next session. There is not a funding issue at this point, nor do they anticipate asking for more funds. Sen. Dembrow asked about the statistics of high school students with NCRC. Humelbaugh acknowledged there was a slower start with respect to that population, but it is currently ramping up. She stated the data will be pulled and shared at next report. She said that marketing efforts are being accelerated, especially to businesses and high schools. The LWIBs have been given funds to help facilitate this process.

Chair Madden reminded of the Board's request to see the dashboard report and hopes to see that soon.

Governor's Office Updates

Balassa reminded members that Tim Nesbitt from HECC attended last meeting and discussed working together with the OWIB to identify shared space of the two boards, and better defining the middle 40. Currently, the middle 40 is focused on community college degrees, but there are many other things that could be counted. This is the part of the conversation OWIB will need to participate in. The first joint HECC/OWIB taskforce meeting will take place April 11. Draft agenda for the taskforce meetings is included in the board packet.

Balassa provided an update on the current status of the redesignation of local workforce investment areas. The Governor has issued a letter inviting the LWIBs, the Chief Elected Officials, and the Board Chairs to have a discussion around boundaries. The Governor will want to discuss if the current geography of the workforce systems helps or hinders the areas in building and growing their local workforce. However, the decision is local. LWIBs interested in pursuing this discussion must submit a letter by April 15. So far, TOC/OWA has submitted a letter of interest, and WICCO has submitted a letter saying they are not interested in merging with any other area.

She noted that OWIB has a role in defining the criteria with which a new set of boundaries would be accepted. There is a specified set of criteria in law, but OWIB will develop additional criteria around meeting strategic plans, etc. before any final recommendations go to the Governor. She noted one of the biggest challenges with redesignation is funding. There will likely be more than seven LWIBs, so a different funding mechanism will have to be determined.

Gomez asked about the regional boards that used to be in place, and if this is mainly a funding issue. Commissioner Unger added that because regional boards were under LWIBs, they had limited authority. Balassa responded this is a funding issue and a political issue. Ultimately, the Chief Elected Official has to agree to the change. Nisenfeld added that with WIA funding, the money follows the population. Therefore, the challenge is finding the balance between geography and population. Gomez asked how much flexibility existed with the funding formula. Balassa responded the largest cost in system is not funding the boards, but rather providing services to individuals. It is important to look at funding as a system, not just with WIA Title IB money.

Meeting adjourned at 4:03pm.

DRAFT

This page was intentionally left blank.

Information Item

Oregon's Registered Apprenticeship System

Background: The 2014 Legislature passed HB 4058 which amends the 40-40-20 education goals to include apprenticeship programs registered with State Apprenticeship and Training Council. Adult Oregonians who have completed registered apprenticeship programs count toward the “middle 40” goal along with those who have earned associate’s degree or post-secondary credentials. As the OWIB looks at the middle 40 skills gap, it is important to keep in mind that apprenticeships are a key component to system wide success.

Steve Simms is the Director of the Apprenticeship and Training Division with the Bureau of Labor and Industries. He will be providing the member an overview of registered apprenticeship system statewide and throughout the nation. He will also inform the board of non-traditional apprenticeship programs.

This page was intentionally left blank.

Information Item
OWIB Staff Update

Background: Melissa Leoni will be lead staff to the OWIB, under contract with CCWD. Melissa has been the Government Relations Manager for the Oregon Employment Department, where she oversees the agency's legislative agenda, monitors state and federal legislation, and responds to constituent requests. Prior to joining the Department in 2012, Melissa spent 11 years at the Oregon Watershed Enhancement Board developing and managing grant programs, coordinating policy and legislation, and supporting the agency's governance board. She previously worked for local government in Oregon and Washington primarily in support of public-private collaborative governance groups.

Katelyn Roberts will continue providing staffing for board initiatives. Melissa and Katelyn will be stationed at the Oregon Employment Department.

This page was intentionally left blank.

Action Item

Revision to the OWIB Bylaws

Background: During the March Board meeting, The Executive Committee forwarded on recommended revisions to the OWIB bylaws. There was not significant feedback from the board members. One change was made to the membership of the Executive Committee to include a local elected official representative (Article 5, Section 1 (A)).

Recommended Action: Make a motion to accept the revisions to the bylaws. In order to take action, two thirds of the board members must give an affirmative vote.

This page was intentionally left blank.

OREGON WORKFORCE INVESTMENT BOARD
DRAFT REVISIONS OF BYLAWS

Article 1. Name, Vision and Goals, Service Area

Section 1. Name of the Board

The name of the organization shall be Oregon Workforce Investment Board, hereinafter referred to as the OWIB.

Section 2. Vision and Goals of the Board

A. Vision of the Board

Oregon at Work: Quality Jobs–Skilled Workers

Contributing to a strong state economy and local prosperity

B. Goals of the Board

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

Section 3. Legal Authority for Board

The OWIB is organized in accordance with Section 111 of the Workforce Investment Act of 1998 (29 USC Section 2821, PL 105-220, 112 Stat.939), and under Chapter 49, Oregon Laws 2014 and Governor’s Executive Orders.

Section 4. Duties of the Board

The OWIB was created by the Governor to assist him in establishing and coordinating workforce programs in the State of Oregon including but not limited to the implementation of the Workforce Investment Act of 1998 and Chapter 49, Oregon Laws 2014 .

Section 5. Area Served

The area to be served by the OWIB shall be the State of Oregon and the labor markets contained therein.

Section 6. Staff/Board Address

The OWIB is the primary advisory committee to the Oregon Employment Department and as such staffing will reside at the Oregon Employment Department. The official location and mailing address shall be: 875 Union Street NE, Salem, Oregon 97311.

Article 2. Officers, Terms of Office, and Elections

Section 1. Officers

The Officers of the OWIB shall be the Chair and the Vice Chair.

Section 2. Terms of Office

A. The terms of office for the members of the board, including the Chair and Vice Chair, serve at the pleasure of the Governor.

B. There shall be no limit to the number of terms of office the Chair and Vice Chair may serve.

C. The terms for the board members are set by Governor's Executive Order 99-20. The members shall serve a term of three years. There shall be no limit to the number of terms a board member may serve, beyond those set by the sitting governor.

D. If a board member resigns or is incapacitated, the Governor shall appoint a person to fill out the remainder of the member's term.

Section 3. Election of Officers

The Governor shall appoint the Chair in accordance with the federal WIA and Chapter 49, Oregon Laws 2014. The Governor shall appoint the Vice Chair in accordance with the Governor's Executive Order. The Chair and Vice Chair shall represent the private sector business community.

Article 3. Meeting Procedures, Voting Rights, and Quorum

Section 1. Meeting Procedures

A. The OWIB shall hold regular meetings at such frequency, dates, and times as determined by the OWIB.

B. Regular attendance at meetings is expected of each board member. A member shall notify the Chair or the board staff at least 24 hours in advance of a meeting if the member is unable to attend. In an emergency the member shall contact the Chair or staff as soon as is reasonably possible. Failure to notify shall be recorded in the minutes as an unexcused absence. Participation by video or telephone conference is allowed at the discretion of the Chair or board staff by making prior arrangements. Consistent with ORS 182.010 any member who fails to attend two consecutive meetings, whether regular

or special, shall forfeit office unless the member is prevented from attending by business necessity, or by the serious illness of the member or the family of the member, or for any cause that in the judgment of the Governor constitutes a valid reason for failing to attend.

C. The Chair may from time to time request an emergency meeting. The provisions of Article 3 shall govern the conduct of these meetings.

D. The Chair or Vice Chair, per the Chair's request, shall preside at all meetings of the OWIB.

E. Public notice of all regular meetings of the OWIB shall be given at least 48 hours prior to the meeting and all meetings shall be made held in accordance with Oregon's Public Meetings law, ORS 192.610 to 192.690 which includes an opportunity for the public to provide comment during each meeting. Notice shall be emailed to each member of the OWIB.

F. The OWIB shall make available to the public information regarding its activities, including information regarding the state plan required under the federal Workforce Investment Act prior to its submission and information regarding membership.

Section 2. Voting Rights

A. Each member of the OWIB, who is physically present or participating by video or phone conference, shall cast one vote on any question.

B. Proxy and absentee voting is not permitted.

Section 3. Conflict of Interest

A. A member of the OWIB shall:

- 1) when met with a potential conflict of interest, announce publicly the nature of the potential conflict prior to taking any action thereon; and
- 2) refrain from participating in any discussion or debate on the issue out of which the actual conflict arises; and
- 3) refrain from voting on the matter under any circumstances.

B. A member of the OWIB shall not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State Plan.

C. The OWIB shall adopt a policy addressing conflict of interest or the appearance of conflict of interest according to Chapter 49, Oregon Laws 2014.

Section 4. Quorum

A. To transact business at an OWIB meeting, a quorum of members must participate. A quorum requires a simple majority of the business representatives, excluding any vacant business positions and participation of at least a majority of all the OWIB members. A

minimum of nine business member positions must be filled in order to conduct board proceedings.

B. Participation may be those members present or those participating by video or phone conference and a vote of majority of the members present shall be sufficient to pass a motion providing the members in attendance constitute a quorum.

Article 4. General Provisions.

Section 1. Board Operations

The OWIB shall operate within applicable state and federal laws.

Section 2. Participation in Meetings

Participation in meetings shall be limited to OWIB members and staff working with the OWIB and also:

- 1) Non-members presenting regularly scheduled agenda items that call for reports or participation by non-members.
- 2) At the discretion of the Chair, comment or other participation by non-members which is relevant to material to the matter under consideration before the OWIB.

Section 3. Action Items

The OWIB needs to take action each meeting to make timely recommendations to the Governor on critical workforce matters. Because such actions may affect multiple partners and parts of the workforce system, the OWIB shall assure to the extent possible that actions before the board have been discussed fully and openly prior to taking action. The OWIB may postpone any action on any particular item until the next regular meeting or refer the item to the Executive Committee for final action.

Section 4. Staff Role in Implementing Governor Approved Policies

The OWIB Staff will work on implementation of the policies, goals and activities recommended by the OWIB and approved by the Governor. The staff shall make regular reports to the OWIB on implementation. OWIB staff shall be responsible for preparing and distributing an agenda in keeping with these Bylaws.

Article 5. Committees

Section 1. Executive Committee

A. The Executive Committee shall consist of the Chair and Vice-Chair of the OWIB, each of the Committee Chairs, two labor members, one local elected official, one at-large business member, the Director of the Employment Department, a board member representing the Oregon's education system, and the Governor's Workforce Policy Advisor.

B. The Executive Committee shall be empowered to take action on behalf of the OWIB when emergency concerns necessitate such action (e.g. taking action when time pressures do not allow the issues to be addressed at a regularly scheduled OWIB meeting) and every other month when OWIB is not scheduled if there is a significant demand. The Executive Committee will preferably meet by conference call and consideration will be given to avoid overburdening members with too many meetings. A majority vote of the Executive Committee is required for all such actions. All actions of the Executive Committee shall be reviewed by the full OWIB at the next regularly scheduled meeting.

Section 2. Standing Committees

A. The OWIB Chair shall establish standing committees by appointing a board member as chair of the committee. The OWIB Chair is responsible for appointing board members to the committees, taking into account the need for and level of participation required and, to the extent possible, the interest expressed by the board members.

B. The OWIB Chair can also appoint individuals who are not board member to serve as additional members of committees in order to have representation of a broad group of interested stakeholders. Non-members cannot serve as chair of the committees.

C. One or more business representatives must serve on each committee.

Section 3. Other Committees

The OWIB Chair may from time to time establish other standing or ad hoc committees to assist the OWIB in carrying out its duties or current work, by appointing an OWIB member of the committee. The Committee and OWIB Chair is responsible for appointing the members of the committee including OWIB members and other interested stakeholders as appropriate.

Section 4. Bylaw Changes

These Bylaws may be amended, repealed or new Bylaws may be enacted by an affirmative vote of two-thirds (2/3) of the OWIB.

Modified and Approved on XXXXXXXXXX by the Oregon Workforce Investment Board.

This page was intentionally left blank.

Information Item
HECC/OWIB Taskforce Update

Background: At the request of the Governor, the Oregon Workforce Investment Board (OWIB) and the Higher Education Coordinating Commission (HECC) have convened a joint taskforce to

- Identify a set of common goals for achievement of the middle 40 with common measurable outcomes.
- Clarify the roles and responsibilities of the two boards as well as the roles of the education and workforce partners to achieve middle 40 and workforce goals.
- Identify the policy areas where there is overlap between the work of the two boards related to common goals, and recommend a mechanism for managing this “shared space” in order to achieve common outcomes.
- Clarify the relationship and accountability between workforce and education partners for the achievement of common goals, outcomes and metrics.

The taskforce will be convening for the first meeting on April 10th. Chair Ken Madden will brief the board on the joint meeting and next steps.

This page was intentionally left blank.

Discussion and Action Item

2015-2017 Budget Priorities

Background: The OWIB Strategic Plan identified three statewide strategies to achieve its goals. Each strategy was selected because it achieves greater alignment and efficiency among programs and systems, is responsive to industry needs, and is tied to the Governor’s vision for prosperity. State agencies are currently developing budgets for consideration by the Governor and Oregon Legislature for the 2015-17 biennium. One of the OWIB’s roles is to review the workforce system budget to the Governor, and recommend state and local investments to support locally developed workforce solutions contingent on budget approvals.

A. Industry Sector Strategies

Critical industry sectors fuel the state’s economy. The workforce system must prepare workers for the higher wage, higher skill, in-demand occupations these sectors have to offer. Under this strategy, the LWIBs and partners identified two or three key industry sectors based on labor market data and convene or expand partnerships to meet the workforce needs of these sectors. The following sectors are current priorities for one or more of the LWIBs:

- Health Care
- Advanced Manufacturing
- Information Technology/Software
- Manufacturing in Science, Technology, Engineering, and Math (STEM)
- Office, Administrative, and Computer Software
- Trade, Transportation, and Utilities

B. Work Ready Communities

Oregon’s communities must have and be able to demonstrate the skilled workforce necessary for companies to locate and grow here. The CWRC initiative is about achieving community-based, successful partnerships between workforce development, economic development, and education that certify counties/regions as work ready. Workers must have the foundational skills to be able to succeed in and grow the companies in their communities. Under this strategy, Oregonians are certified as work ready by earning a National Career Readiness Certificate (NCRC). The CWRC designation by county or region is determined by numbers of NCRC’s, employer support, and soft skills assessments by county.

C. System Innovation

Oregon’s workforce system must work to find new ways to operate more efficiently and effectively to meet new challenges and deliver on outcomes in a time of shrinking resources. Partners in the workforce system must work together in new ways, and leave behind the systems and approaches that are less effective at meeting the stated outcomes and goals of this plan.

This current status of this priority is reflected in the Workforce Systems Innovation Strategies (“Arrow Chart”), which the OWIB has reviewed at previous meetings. The chart is accessible online at: http://www.oregon.gov/gov/skilled_workforce/Documents/2014

A number of the System Innovation implementation items will require continued funding in the 2015-17 biennium, including creation of an Innovation Fund and providing support for additional local workforce boards.

Discussion Questions or Recommended Action:

This is a discussion and action item. An update on the state budgeting process will be provided at the meeting. The OWIB is asked to review and confirm its priorities, as reflected in the Strategic Plan, to guide agencies in developing their 2015-17 budget requests.

Discussion Item

Governor's Office Updates: Redesignation of Local Workforce Investment Areas

Background: Earlier this year, Governor Kitzhaber invited Oregon's seven Local Workforce Investment Boards (LWIBs) to consider redesignating local workforce investment areas to be better able to meet their expanded mission and to better align with economic development. The Governor identified a deadline of April 15, 2014 for LWIBs and/or Chief Local Elected Officials to let him know if they were interested in discussing possible new boundaries. To date, the Governor has received one letter from The Oregon Consortium requesting additional information for the consideration of new boundaries.

Should The Oregon Consortium decide to move ahead with developing new boundaries, the OWIB will be required to recommend to the Governor whether he should accept those boundaries. In order to make this determination, the OWIB will need to use a set of pre-determined criteria. Under Section 116 of the Workforce Investment Act, the OWIB must consider the following base line criteria:

- Geographic areas served by local educational agencies and intermediate educational agencies.
- Geographic areas served by postsecondary educational institutions and area vocational education schools.
- The extent to which such local areas are consistent with labor market areas.
- The distance that individuals will need to travel to receive services provided in such local areas.
- The resources of such local areas that are available to effectively administer the activities carried out under this subtitle.

However, the OWIB may choose to require additional criteria. For example, the Governor has already indicated the he would like to see greater alignment with economic development districts and regional solutions areas. The OWIB has adopted sectors as a primary strategy to align workforce supply and demand. Effective sector strategies are based on serving companies grouped in industry sectors based, not on serving companies based on governmental jurisdictions or boundaries. The OWIB could adopt criteria that encourage any new local areas developed to be aligned with where companies tend to cluster or commute patterns, especially in more urban areas.

Discussion Questions:

1. How will OWIB implement the currently required criteria?
2. What are the advantages/disadvantages of adopting additional criteria?
3. What types of additional criteria could align with OWIB's strategic plan?
4. Are there financial criteria that should be considered? Can a workforce area be too small to survive? What is the tipping point?
5. How will the local boards be funded?
6. What information would OWIB need in order to decide whether to use criteria in addition to the federal requirements to develop recommendations for new boundaries to the Governor?
7. Is there an interest in developing additional criteria, and if so, should staff come back with a proposal at the next meeting?

This page was intentionally left blank.

Discussion Item

Governor's Office Updates: Chartering of the Local Workforce Investment Boards

Background: In August 2013, Governor Kitzhaber issued an executive order clarifying expectations that Local Workforce Investment Boards (LWIBs) would be expected to expand their roles to better support the development of local solutions to labor market challenges. By chartering these boards, the Governor would also increase their authority and responsibility. The executive order required the OWIB to develop criteria by which the boards would be chartered by December 31, 2013. Due to inclement weather in December, the board was unable to approve the criteria until the board meeting on January 6, 2014.

Since then, the OWIB and agency staff has been working to develop the criteria into a document that could be used by the board to determine whether a local board should be chartered. The attached document reflects their recommendations. As the body which will recommend chartering LWIBs to the Governor, the OWIB plays an important part in the process. Therefore, members are asked to review the draft document and to consider the following questions:

1. Are the criteria sufficient for OWIB members to know if an LWIB has met the criteria for chartering?
2. As the entity responsible for chartering, does the OWIB recommend that an LWIB meet all criteria on July 1, 2015, or would the OWIB consider issuing provisional charters with timelines for remediation?
3. Would the OWIB consider provisionally chartering an LWIB that had to be newly formed as part of the redesignation process? If so, for how long?
4. What might the OWIB do if an LWIB was chartered but was unable to meet all criteria in subsequent re-charterings?
5. How often should LWIBs be required to apply for re-chartering? Should this be part of their regular strategic plan updates?
6. Is there additional information members need in order to answer these questions?

OWIB members will be asked to provide their initial thoughts on these issues so that staff may draft recommendations for board consideration at a subsequent meeting. Staff may also gather additional input.

This page was intentionally left blank.

Charter Criteria for the Local Workforce Investment Boards

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
1. Serve as a neutral convener		
1a) Serve as a neutral, independent broker of workforce services	<p>1a1) LWIB does not directly provide nor contract with itself or its “parent” organization to provide core, intensive, training, support or job placement, or WIA youth services to business or job seeker customers of the workforce system. Evidence of this includes, but is not limited to:</p> <ul style="list-style-type: none"> - org charts, job descriptions and policies that show that LWIB staff are not delivering these services - contracts/agreements with service providers to deliver these services. <p>1a2) LWIB has a signed compact that clearly delineates the roles of the LWIB, One-Stop Operator, service providers and partners including, but are not limited to: community colleges, Oregon Employment Department, Department of Human Services Division of Vocational Rehabilitation and Self-Sufficiency programs, state and local economic development entities, and Regional Solutions staff/teams.</p>	Required – LWIB must submit data to demonstrate achievement of these criteria in order to be certified.
1b) Invest in services from those equipped to deliver the best possible results	<p>1b1) LWIB uses objective criteria in its solicitation of proposals for service/program delivery.</p> <p>1b3) LWIB has set high expectations for performance in its request for proposals and contracts.</p> <p>1b4) LWIB has a mechanism in place for reviewing contractor performance with and recommending improvements to its board and partners/contractors.</p>	Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.
1c) Select or serve as the one-stop operator for WorkSource Centers in the local community	<p>1c1) LWIB has identified the local one-stop operator(s), for the labor market(s) it serves.</p> <p>1c2) LWIB contract(s) with service provider(s) require co-location of core, intensive, training, support and job placement services in integrated WorkSource Centers with OED staff.</p>	Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.
1d) Identify unnecessary duplication among workforce investment activities and make recommendations to	<p>1d1) LWIB provides a comprehensive review of the programs and services in its area and identifies any unnecessary duplication in its strategic plan submission to OWIB.</p> <p>1d2) LWIB recommends steps to address unnecessary duplication in its</p>	Review of programs is required. LWIB must be able to submit data to demonstrate achievement of criteria in order to be

Charter Criteria for the Local Workforce Investment Boards

<p>the OWIB and state agencies to rectify these.</p>	<p>strategic plan submission to OWIB</p>	<p>certified. Steps to address unnecessary duplication only required where found</p>
<p>1e) Develop and continuously improve activities carried out through statewide workforce system 1f) Provide data-driven guidance and advice to help Oregon’s Governor, the Oregon Workforce Investment Board and State Agencies to align Oregon’s workforce system to achieve better outcomes for Oregon’s businesses and job seekers.</p>	<p>1e1/1f1) LWIB has a mechanism in place to provide all necessary data to the state for performance management functions. 1e2/1f2) LWIB provides a biennial state of the workforce report with recommendations for better aligning supply and demand in the region. 1e3/1f3) LWIB provides a biennial strategic plan which includes recommendations to the Governor, OWIB and state agencies for system improvements based on data and best practices 1e4/1f4) LWIB has a mechanism by which it reviews system/contractor/partner performance and recommends new strategies and system improvements to the Governor and the OWIB when necessary</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
2. Build key partnerships		
<p>2a) Partner with the Governor’s Regional Solutions Committees and Economic Development organizations to identify and leverage opportunities to expand job creation and incent job growth.</p>	<p>2a1) LWIB has efforts/strategies in place to interface with Regional Solutions and/or economic development organizations. 2a2) At minimum, LWIB has a working sector partnership in place that supports local economic development goals. The LWIB must be able to identify companies participating in the sector strategy and projects that have developed or are in development as a result of convening the partnership.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>2b) Partner with education and economic development to meet Oregon’s 40-40-20 goals while increasing</p>	<p>2b1) LWIB has performance goals for middle 40 certifications/degrees 2b2) LWIB identifies targets for specific middle 40 degrees and certificates and provides labor market data to support these targets.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be</p>

Charter Criteria for the Local Workforce Investment Boards

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
opportunities for employment, job retention, wage gain and movement along career pathways.	<p>2b3) LWIB provides a list of products/services/strategies/partnerships it has implemented in the local area to help meet Oregon’s middle 40 goals.</p> <p>2n4) LWIB is achieving its performance goals for the middle 40.</p>	certified.
2c) Expand private-public partnerships to better meet the needs of communities and create solutions to address tomorrow’s workforce challenges.	<p>2c1) At minimum, LWIB provides evidence that it has a working sector partnership in place that supports local economic development goals. The LWIB must be able to identify companies participating in the sector strategy and projects that have developed or are in development as a result of convening the partnership.</p> <p>2c2) At minimum, LWIB provides evidence that it has an effective Certified Work Ready Community Strategy in place and is making progress toward meeting its NCRC targets.</p>	Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.
2d) Bring together workforce stakeholders and partners beyond the members of the Local Workforce Investment Board to identify workforce issues and possible solutions. Create a structure(s) to assure wide stakeholder input informs LWIB decisions.	<p>2d1) LWIB provides a list of partners, beyond those required by WIA, engaged to achieve local goals, and describes their roles and responsibilities</p> <p>2d2) LWIB can provide evidence of stakeholder and partner engagement in the development of strategies to address local workforce issues.</p> <p>2d3) LWIB partners are able to articulate their roles and responsibilities for implementing common project or strategies</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p> <p>NOTE: this item should not be judged by the number of partners, but by the quality of the partnership</p>
2e) Use data to inform the conversations and decisions at the convening table.	<p>2e1) LWIB utilizes and where necessary develops labor market products to help local partners make data informed decisions.</p> <p>2e2) LWIB utilizes performance & demographics data to local partners create data informed decisions.</p>	Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.

Charter Criteria for the Local Workforce Investment Boards

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
3. Develop the Local Workforce Investment Plan for the community		
<p>3a) Develop a single local strategic plan to better align economic development, education and training, and workforce development investments and services for job seekers and businesses to efficiently address local labor market needs and statewide priorities</p>	<p>3a1) LWIB has an approved biennial local plan on file that includes performance goals, by number and percentages, and describes the mechanism through which its board will regularly review, comment on, and judge progress on such plan.</p> <p>3a2) In addition to other performance goals, the plan must include a clear description of the strategies, products or services it is implementing to meet its middle 40 goals, and the strategies it is employing to increase the number of postsecondary credentials issued to system customers.</p> <p>3a3) the plan identifies how the local area is implementing strategies to achieve goals identified by OWIB and conform to the format established by CCWD.</p> <p>3a4) The plan will identify strategies to reach performance goals, and show progress to improved performance.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>3b) Convene local partners to develop the plan and improve progress toward plan outcomes.</p>	<p>3b1) LWIB can provide evidence of stakeholder and partner engagement in the development of plan and performance targets.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>3c) Assure that the plan includes strategies to help those who are chronically unemployed and under employed have opportunities to become employed and progress along career pathways</p>	<p>3c1) LWIB plan includes research based strategies and appropriate partners to help those who are chronically unemployed and underemployed to become employed and progress along career pathways.</p> <p>3c2) LWIB uses data to develop services strategies and track progress toward goals for the long term unemployed and underemployed.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>3d) Hold local programs accountable for the delivery of agreed upon activities and outcomes under the strategic plan. Make recommendations for improvements.</p>	<p>3d1) LWIB has a mechanism for transparent sharing of data and accountability among local partners to the delivery of strategies, programs and outcomes.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>

Charter Criteria for the Local Workforce Investment Boards

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
4. Assure that labor market expertise guides local implementation		
<p>4a) Become the brokers of labor market intelligence for the workforce system.</p> <ul style="list-style-type: none"> - Assist in the development and continuous improvement of a statewide labor statistics system. - Publish media worthy state of the workforce reports. 	<p>4a1) LWIB publishes and distributes a biennial local state of the workforce report. Such reports describe data and trends throughout the region as well as the implications for action.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>

FUNCTIONS	CRITERIA (to be met by June 30, 2015)	LEVEL OF COMPLIANCE
5. Manage investment and be accountable for system results		
<p>5a) LWIB has sufficient administrative capacity to administer federal and state laws, funds, sunshine provisions, document retention, contract monitoring, and other compliance functions</p>	<p>5a1) LWIB demonstrates the capacities to satisfaction of the primary state agency administering the program funding stream.</p> <p>5a2) LWIB has infrequent audit issues and is able to satisfactorily remedy these within required timelines.</p> <p>5a3) LWIB is able to pass state monitoring requirements with few if any findings.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>5b) LWIB develops and manages its own budget</p>	<p>5b1) LWIB is able to provide a current board approved budget upon request and at least quarterly updates of expenditures against that budget.</p>	<p>Required – LWIB must submit data to demonstrate achievement of criteria in order to be certified.</p>
<p>5a) Increase resources</p>	<p>5a1) LWIB has a plan to leverage and increase resources dedicated to</p>	<p>Required – LWIB must submit</p>

Charter Criteria for the Local Workforce Investment Boards

dedicated to workforce activities in the community.	workforce development in the community. 5ab) LWIB has developed partnerships to increase resources for workforce development activities in the local community	data to demonstrate its efforts, and may be certified even if it has not successfully increased resources
---	--	---

DRAFT