



# **Oregon Workforce Investment Board**

**May 8, 2015  
11:30 – 4:00 pm**

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

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



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

**Agenda**  
**Friday, May 8, 2015**  
**11:30 am – 4:00 pm**  
**Chemeketa Eola Viticulture Center**  
**215 Doaks Ferry Road NW, Salem 97304**

- |   |           |   |
|---|-----------|---|
| <b>1. Welcome and Introductions – 11:30</b>   |           | Chair Ken Madden<br>Elana Pirtle-Guiney |
| <b>2. Working Lunch &amp; Oregon’s Key Workforce Trends Part II</b>   | Pg. 5-18  | Melissa Leoni<br>Nick Beleiciks         |
| <i>Members of the Oregon Workforce Investment Board and representatives of local workforce investment boards are invited to meet and grab lunch, followed by the presentation and discussion of key workforce trends.</i> |           |   |
| <b>3. Consent Agenda – 12:40</b>  | Pg. 19-28 | Chair Ken Madden                        |
| <b>4. WIOA Statewide Reserve Funds – 12:45</b>  | Pg. 29-30 | Karen Humelbaugh                        |
| <b>5. Strategic Planning Session – 1:00</b>   | Pg. 31-34 | Tom West/Kristen Barry                  |
| 1:00 <i>Process Overview and Goals of Project</i>   |           |   |
| 1:10 <i>Mission and Vision</i>  |           |   |
| • <i>Role of the State Board</i>  |           |   |
| • <i>Define Mission</i>   |           |   |
| • <i>Define Vision</i>  |           |   |
| 2:35 <i>Focus Areas</i>   |           |   |
| • <i>Interactive small group discussion and report out</i>  |           |   |
| • <i>Discussion of priorities</i>   |           |   |
| 3:30 <i>Subcommittees</i>   |           |   |
| 3:45 <i>Next Steps</i>  |           |   |
| <b>6. Open Public Comment – 3:50</b>  |           | Chair Ken Madden                        |
| <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>  |           |   |

**7. 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 Katelyn Roberts at 503-947-1365. 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.



## **Agenda Item 2**

### **Key Workforce Trends Part II**

#### **Purpose**

The purpose of this agenda item is to engage the Oregon Workforce Investment Board (OWIB) in a discussion around key workforce and economic condition data to inform the development of the OWIB strategic plan and the strategic elements of the Workforce Innovation and Opportunity Act (WIOA) State Plan.

#### **Background**

At the March 13, 2015 OWIB meeting, Graham Slater and Nick Beleiciks from the Oregon Employment Department's Workforce and Economic Research Division presented data on employment levels and trends, job recovery, growth and replacement openings, unemployment rates and special populations. Over the month of April, Slater and Beleiciks have been providing follow-up or additional information on the number of jobs and jobs per 1,000 by urban and rural area, number of employers by area, openings by industry and the percentage change, number of unemployed by area, and youth employment.

At the May 8 OWIB meeting, Beleiciks will engage OWIB members in a discussion about the meaning and impact of graphs, data, and trends around the current needs of employers and training workers to meet future needs of employers. These workforce and economic condition trend slides follow this cover page.





# Oregon's State Workforce Plan Part 2 of the Conversation

Oregon Workforce Investment Board

May 8, 2015

# Key Facts from March's News Release

- \* Oregon's unemployment rate fell to 5.4 percent
  - \* Lowest rate since April 2008
  - \* The U.S. rate was 5.5 percent
  - \* Last time Oregon's rate was lower than nation's was in 1996
- \* Nonfarm payroll jobs increased 4,300
  - \* Close to the average monthly gain over the last 12 months
  - \* Employment was up 56,100 (3.3%) over the year
  - \* Oregon's job growth continues to outpace the U.S.
- \* The sector adding the most jobs in March was health care and social assistance.

# Current Needs of Employers

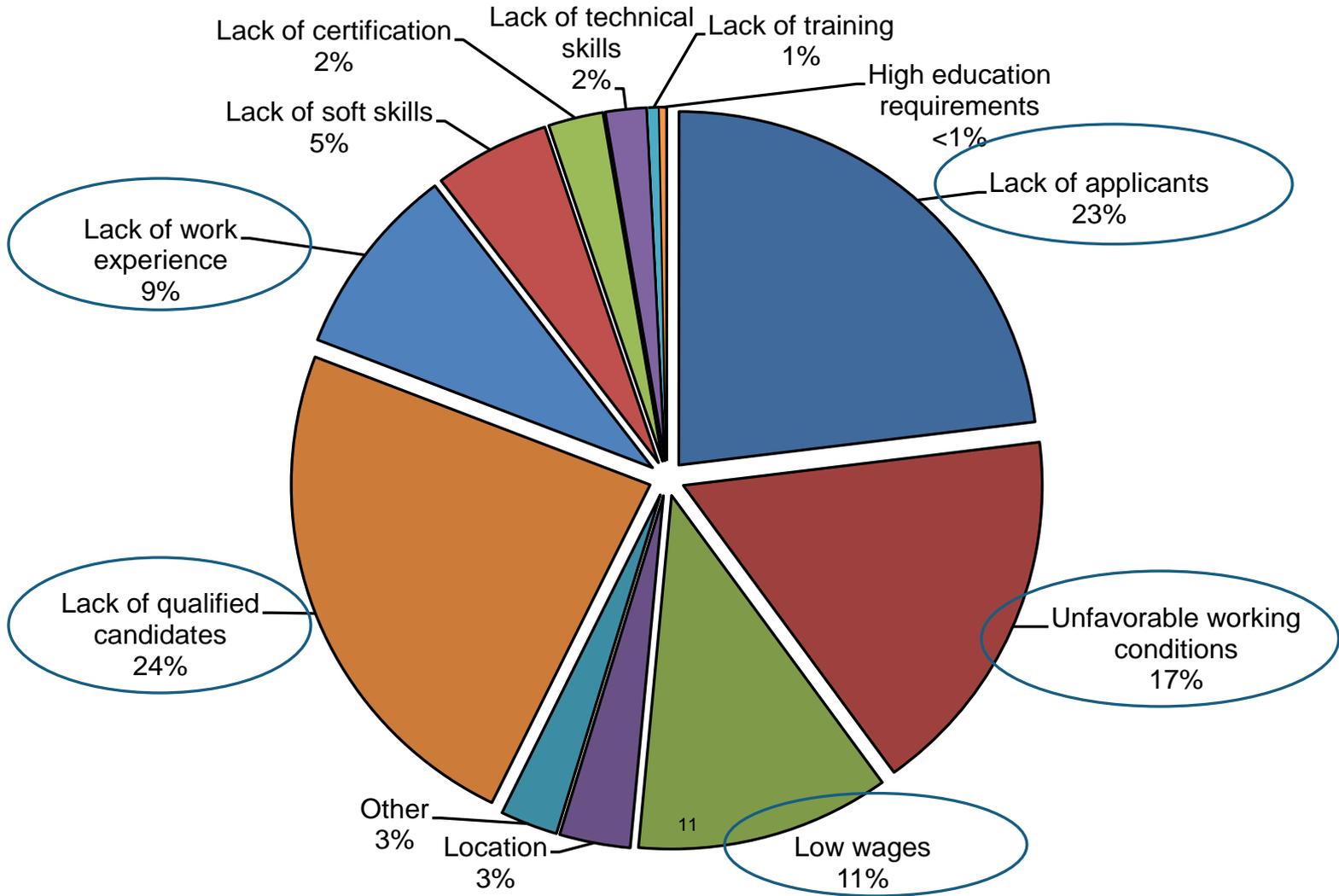
# Most vacancies are for full-time, permanent positions.

## Oregon Job Vacancies by Occupation Group, 2014

| Occupation Group                               | Vacancies     | Average Hourly Wage | Full-time Positions | Permanent Positions | Requiring Education Beyond High School | Requiring Previous Experience | Difficult to Fill |
|--|---------------|---------------------|---------------------|---------------------|--|-------------------------------|-------------------|
| <b>All Occupations</b>                         | <b>45,402</b> | <b>\$15.67</b>      | <b>73%</b>          | <b>82%</b>          | <b>28%</b>                             | <b>70%</b>                    | <b>51%</b>        |
| Office and Administrative Support              | 4,543         | \$12.86             | 74%                 | 92%                 | 26%                                    | 71%                           | 38%               |
| Food Preparation and Serving Related           | 4,276         | \$9.93              | 52%                 | 79%                 | 2%                                     | 57%                           | 41%               |
| Sales and Related                              | 4,045         | \$12.05             | 59%                 | 83%                 | 7%                                     | 69%                           | 35%               |
| Production                                     | 3,925         | \$14.34             | 88%                 | 80%                 | 8%                                     | 59%                           | 59%               |
| Transportation and Material Moving             | 3,878         | \$14.64             | 79%                 | 83%                 | 5%                                     | 62%                           | 58%               |
| Health Care Practitioners and Technical        | 2,936         | \$26.50             | 71%                 | 94%                 | 75%                                    | 82%                           | 51%               |
| Personal Care and Service                      | 2,553         | \$11.40             | 48%                 | 90%                 | 8%                                     | 52%                           | 51%               |
| Building and Grounds Cleaning and Maintenance  | 2,373         | \$11.04             | 61%                 | 72%                 | 2%                                     | 52%                           | 62%               |
| Construction and Extraction                    | 2,251         | \$18.01             | 93%                 | 89%                 | 7%                                     | 90%                           | 73%               |
| Health Care Support                            | 2,225         | \$12.68             | 69%                 | 92%                 | 36%                                    | 52%                           | 59%               |
| Management                                     | 1,930         | \$31.60             | 80%                 | 83%                 | 75%                                    | 82%                           | 50%               |
| Computer and Mathematical                      | 1,853         | \$28.28             | 96%                 | 79%                 | 85%                                    | 97%                           | 36%               |
| Installation, Maintenance, and Repair          | 1,704         | \$18.01             | 94%                 | 89%                 | 31%                                    | 91%                           | 75%               |
| Farming, Fishing, and Forestry                 | 1,464         | \$11.72             | 89%                 | 14%                 | 1%                                     | 46%                           | 89%               |
| Community and Social Service                   | 1,363         | \$14.26             | 64%                 | 96%                 | 74%                                    | 79%                           | 42%               |
| Business and Financial Operations              | 1,360         | \$27.20             | 94%                 | 88%                 | 76%                                    | 99%                           | 39%               |
| Architecture and Engineering                   | 931           | \$36.81             | 98%                 | 54%                 | 68%                                    | 97%                           | 35%               |
| Education, Training, and Library               | 825           | \$14.26             | 53%                 | 44%                 | 59%                                    | 81%                           | 46%               |
| Arts, Design, Entertainment, Sports, and Media | 444           | \$18.80             | 73%                 | 89%                 | 49%                                    | 91%                           | 63%               |
| Protective Service                             | 258           | \$10.64             | 45%                 | 52%                 | 10%                                    | 64%                           | 52%               |
| Life, Physical, and Social Science             | 222           | \$22.13             | 92%                 | 99%                 | 96%                                    | 91%                           | 37%               |
| Legal  | 11            | \$25.59             | 64%                 | 100%                | 64%                                    | 100%                          | 64%               |

# Why are some vacancies difficult to fill?

Reasons Provided for Difficult-to-Fill Vacancies



# Training Workers to Meet Future Needs of Employers

Here's a broad look at our occupational projections. We have projected growth and replacement openings for more than 700 different occupations.

**Oregon Employment Projections Summary, 2012-2022**

| <b>Occupational Group</b>             | <b>2012<br/>Employment</b> | <b>2022<br/>Employment</b> | <b>Employment<br/>Change</b> | <b>Percent<br/>Change</b> | <b>Growth<br/>Openings</b> | <b>Replacement<br/>Openings</b> | <b>Total<br/>Openings</b> |
|---------------------------------------|----------------------------|----------------------------|------------------------------|---------------------------|----------------------------|---------------------------------|---------------------------|
| Service Occupations                   | 278,684                    | 328,718                    | 50,034                       | 18.0%                     | 50,151                     | 85,767                          | 135,918                   |
| Professional and Related              | 275,206                    | 316,636                    | 41,430                       | 15.1%                     | 41,531                     | 57,736                          | 99,267                    |
| Office and Administrative Support     | 262,782                    | 294,706                    | 31,924                       | 12.1%                     | 33,462                     | 56,177                          | 89,639                    |
| Sales and Related                     | 170,771                    | 193,313                    | 22,542                       | 13.2%                     | 22,626                     | 49,718                          | 72,344                    |
| Management, Business, and Financial   | 157,916                    | 183,279                    | 25,363                       | 16.1%                     | 25,454                     | 32,033                          | 57,487                    |
| Health Care                           | 129,125                    | 155,220                    | 26,095                       | 20.2%                     | 26,095                     | 25,671                          | 51,766                    |
| Transportation and Material Moving    | 119,382                    | 133,875                    | 14,493                       | 12.1%                     | 14,493                     | 27,892                          | 42,385                    |
| Production                            | 107,665                    | 120,965                    | 13,300                       | 12.4%                     | 13,531                     | 22,120                          | 35,651                    |
| Construction and Extraction           | 58,708                     | 74,062                     | 15,354                       | 26.2%                     | 15,354                     | 9,839                           | 25,193                    |
| Installation, Maintenance, and Repair | 61,723                     | 70,199                     | 8,476                        | 13.7%                     | 8,511                      | 14,506                          | 23,017                    |
| Farming, Fishing, and Forestry        | 39,501                     | 46,701                     | 7,200                        | 18.2%                     | 7,382                      | 10,465                          | 17,847                    |
| Nonclassifiable                       | 21,857                     | 24,038                     | 2,181                        | 10.0%                     | 2,181                      | 0                               | 2,181                     |
| <b>Total All Occupations</b>          | <b>1,683,320</b>           | <b>1,941,712</b>           | <b>258,392</b>               | <b>15.4%</b>              | <b>260,771</b>             | <b>391,924</b>                  | <b>652,695</b>            |

There are a lot of openings for higher-paying jobs, but job seekers need training to compete for these jobs.

**Top 20 Occupations with Postsecondary Training or Higher as the Competitive Education Level, Sorted by Total Openings**

|   | <b>Total<br/>Openings</b> | <b>2014 Median<br/>Wage</b> | <b>Competitive<br/>Education</b>    |
|---|---------------------------|-----------------------------|-------------------------------------|
| Registered Nurses   | 10,907                    | \$39.11                     | Bachelor's degree                   |
| Office Clerks, General  | 10,394                    | \$14.89                     | Postsecondary training (non-degree) |
| General and Operations Managers   | 7,496                     | \$38.85                     | Bachelor's degree                   |
| Truck Drivers, Heavy and Tractor-Trailer  | 6,883                     | \$18.34                     | Postsecondary training (non-degree) |
| Bookkeeping, Accounting, and Auditing Clerks  | 6,645                     | \$17.36                     | Associate's degree                  |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive             | 6,399                     | \$16.34                     | Associate's degree                  |
| Teacher Assistants  | 6,242                     | \$29,660                    | Associate's degree                  |
| Postsecondary Teachers, Except Graduate Teaching Assistants                                 | 5,827                     | \$65,560                    | Doctoral or professional degree     |
| Supervisors and Managers of Office and Administrative Support Workers                       | 5,744                     | \$23.18                     | Associate's degree                  |
| Wholesale and Manufacturing Sales Representatives, Except Technical and Scientific Products | 5,515                     | \$25.86                     | Associate's degree                  |
| Accountants and Auditors  | 5,418                     | \$28.97                     | Bachelor's degree                   |
| Nursing Assistants  | 5,338                     | \$13.13                     | Postsecondary training (non-degree) |
| Medical Secretaries   | 5,275                     | \$16.17                     | Postsecondary training (non-degree) |
| Supervisors and Managers of Retail Sales Workers  | 5,274                     | \$17.22                     | Postsecondary training (non-degree) |
| Elementary School Teachers, Except Special Education  | 4,681                     | \$56,679                    | Master's degree                     |
| Bartenders  | 4,465                     | \$9.40                      | Postsecondary training (non-degree) |
| Supervisors and Managers of Food Preparation and Serving Workers                            | 4,380                     | \$12.93                     | Postsecondary training (non-degree) |
| Secondary School Teachers, Except Special and Career/Technical Education                    | 4,231                     | \$57,148                    | Master's degree                     |
| Maintenance and Repair Workers, General   | 4,216                     | \$18.24                     | Postsecondary training (non-degree) |
| Carpenters  | 4,094                     | \$20.50                     | Postsecondary training (non-degree) |

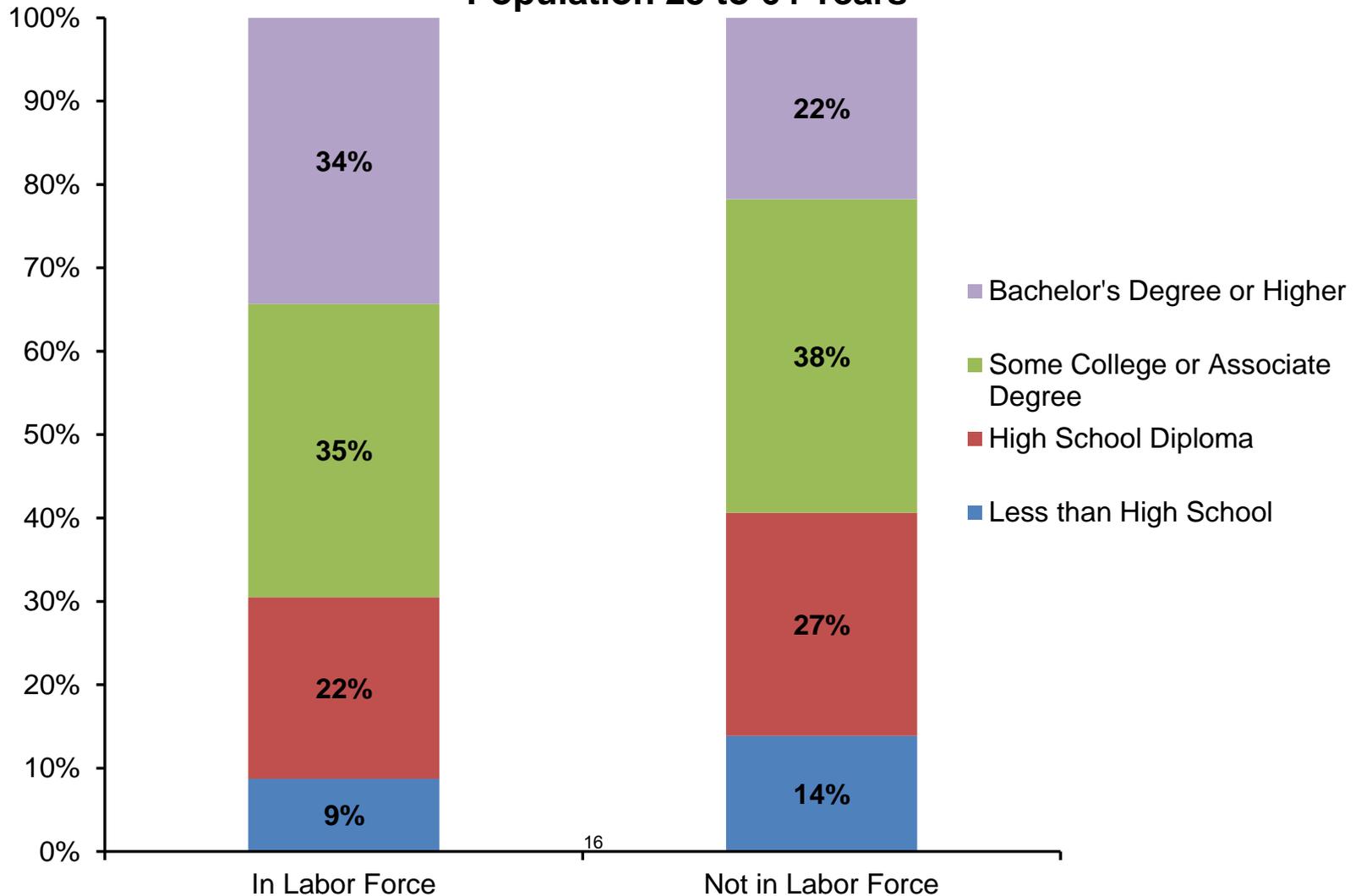
# Our prioritization tool provides a starting point for discussions about focusing training efforts.

## Oregon Statewide - Occupational Prioritization for Training Workforce and Economic Research, Oregon Employment Department

|  | OP4T Rank | Total Openings | 2014 Median Wage | Competitive Education               |
|--|-----------|----------------|------------------|-------------------------------------|
| Physical Therapists  | 1         | 1,244          | \$39.07          | Doctoral or professional degree     |
| Medical and Clinical Laboratory Technologists                  | 2         | 657            | \$32.80          | Bachelor's degree                   |
| Medical and Health Services Managers                           | 3         | 1,470          | \$47.85          | Master's degree                     |
| Industrial Machinery Mechanics                                 | 4         | 2,298          | \$25.58          | Postsecondary training (non-degree) |
| Carpenters   | 5         | 4,094          | \$20.50          | Postsecondary training (non-degree) |
| Sales Managers   | 5         | 1,489          | \$44.99          | Bachelor's degree                   |
| Industrial Engineers   | 5         | 1,393          | \$46.95          | Master's degree                     |
| Computer Hardware Engineers                                    | 5         | 1,291          | NA               | Master's degree                     |
| Marketing Managers   | 5         | 1,271          | \$43.74          | Bachelor's degree                   |
| Machinists   | 10        | 1,514          | \$21.91          | Postsecondary training (non-degree) |
| Accountants and Auditors                                       | 11        | 5,418          | \$28.97          | Bachelor's degree                   |
| Construction Managers  | 11        | 1,207          | \$38.97          | Bachelor's degree                   |
| Urban and Regional Planners                                    | 11        | 600            | \$36.44          | Master's degree                     |
| Medical and Clinical Laboratory Technicians                    | 11        | 566            | \$22.59          | Associate's degree                  |
| Veterinarians  | 11        | 562            | \$39.91          | Doctoral or professional degree     |
| General and Operations Managers                                | 16        | 7,496          | \$38.85          | Bachelor's degree                   |
| Physicians and Surgeons  | 16        | 3,726          | NA               | Doctoral or professional degree     |
| Computer Systems Analysts                                      | 16        | 2,069          | \$39.97          | Bachelor's degree                   |
| Cost Estimators  | 16        | 1,781          | \$29.94          | Bachelor's degree                   |
| Welders, Cutters, Solderers, and Brazers                       | 16        | 1,710          | \$19.26          | Postsecondary training (non-degree) |
| Computer Occupations, All Other                                | 16        | 1,694          | \$36.19          | Bachelor's degree                   |
| Pharmacists  | 16        | 1,475          | \$60.66          | Doctoral or professional degree     |
| Firefighters   | 16        | 1,374          | \$30.41          | Associate's degree                  |
| Operating Engineers and Other Construction Equipment Operators | 15        | 1,323          | \$24.31          | Postsecondary training (non-degree) |
| Computer-Controlled Machine Tool Operators, Metal and Plastic  | 16        | 1,252          | \$18.44          | Postsecondary training (non-degree) |
| Librarians   | 16        | 597            | \$29.25          | Master's Degree                     |

One-third of Oregon's labor force has a bachelor's, another third has some college or associate degree.

**Educational Attainment of Oregon's Workforce: 2013**  
**Population 25 to 64 Years**



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**Action Item**  
**Consent Agenda**

**Minutes from March Board Meeting**

The minutes from the March 13th Board meeting are included on pages 21 through 23 of this packet.

**Notes from the March and April Executive Committee Meetings**

The notes from the past three committee meetings are listed below.

- March 18, 2015 page 25 through 26
- April 16, 2015 page 27 through 28

**Recommended Action:** Board should accept the above minutes and notes.



**Oregon Workforce Investment Board**

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

March 13, 2015

Members Present: Vice Chair Jessica Gomez, Barbara Rodriguez, Carrie Chaffee, Charles Hopewell, Kevin Dull, Maureen Fallt, Robert Halligan, Susan Brown, Trygve Bolken, Elana Pirtle-Guiney, Alan Unger, Dacia Johnson, Erinn Kelley-Siel, Jessica Howard, Krissa Caldwell, Lisa Nisenfeld, Megan Helzerman, Trina Lee, Jeffrey Krolick, Andrew McGough, Barbara Byrd, Matt Millard, Karen Goddin, Laura McKinney

Members Absent: Frank Wall, Joe Weber, Joni George, Chair Ken Madden, Lori Luchak-Olund, Kathy Oliver, Dave Baker, Sen. Michael Dembrow, Rep. John Huffman, Rep. Paul Holvey

Staff: Melissa Leoni, Karen Humelbaugh, Katelyn Roberts, Yolonda Garcia

Guests: Kristina Payne, Greg Ivers, Kim Fredlund, Andrea Fogue, Tony Frazier, Jordana Barclay

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**Meeting called to order at 1:06 PM**

Vice Chair Gomez called the meeting to order. There was a round of introductions.

**Public Comment**

Kristina Payne, Executive Director for Lane Workforce Partnership (LWP), provided testimony about the changes occurring for local boards as a result of Executive Order 13-08 and the Workforce Innovation and Opportunity Act (WIOA). She highlighted that her local board has launched and championed the Sector Strategy Team, which has over 50 members who are leaders in Lane County representing education, workforce, community based organizations, cities, the county, The Regional Accelerator Innovation Network of Eugene, Business Oregon, other economic entities, and the University of Oregon.

**Consent Agenda**

Vice Chair Gomez asked for a motion to approve the consent agenda, which included the January board meeting minutes and Executive Committee notes from January and February. Unger moved and Fallt seconded; motion passed unanimously.

**Oregon Workforce System**

Humelbaugh, with assistance from McGough and Kelley-Siel, gave a presentation on the workforce system that was developed by staff in response to the board's January discussion around needing to understand the workforce system better. The presentation provided an overview of the primary state and local partners and their roles in providing services to job seekers and employers.

Leoni explained how the system is related to the OWIB. As the advisory body to the Governor on workforce policies and issues, the OWIB sets investment criteria and priorities and has a role in assessing system performance as well as influencing policy alignment with other state boards and commissions. After brief questions and discussion, members indicated that this was helpful in building understanding of the system. Humelbaugh, Leoni and board members thanked Roberts for her work to compile and synthesize this information.

### **Strategic Elements of WIOA State Plan**

Leoni provided historical information regarding the last time the OWIB adopted a state plan in 2012. With many new board members as well as the opportunities and requirements created by WIOA, there is a need for the board to take a look at its strategic plan.

As part of developing the state plan under WIOA, staff asked Graham Slater and Nick Beleiciks from the Oregon Employment Department's Workforce and Economic Research Division to provide the board with an overview of the key workforce trends in Oregon.

Throughout the presentation, the board discussed the data, identified additional questions and asked for additional information. Since Slater and Beleiciks were only able to get through half of the presentation, the board agreed to have them finish during the next board meeting. Staff will provide follow-up or additional information on the number of jobs and jobs per 1,000 by area, number of employers, openings by industry and the percentage change, number of unemployed by area, and youth employment.

### **Local Board Membership Criteria**

Leoni provided background regarding local board membership criteria and WIOA requirements. She reported that the OWIB Executive Committee took initial action on the criteria by endorsing the following three criteria recommended by the former Governor for consideration:

1. All local board members have optimal decision making authority within the organizations they represent
2. Local private sector members represent priority local industry sectors to the extent possible, and most importantly,
3. Local board members be free of conflicts of interest, except those created by the Act itself.

Leoni also explained that the Executive Committee took action on recommending to the Governor that the higher education position on the local board should be a community college representative.

Before the final recommendation on local board membership criteria goes to the Governor, the board considered a recommendation to have a position on local workforce boards for representation from the Department of Human Services (DHS) Temporary Assistance to Needy Families (TANF) program.

The OWIB had an in-depth discussion on this topic where concerns and support was heard from many board members. The issues raised included the alignment of services, size of local boards, flexibility for local boards and communities, statewide consistency for the workforce system, and meaningful roles and strategic partnerships. Pirtle-Guiney encouraged the OWIB to come to conclusion in order to respond to the Governor and allow the local boards as much as possible to meet the criteria. She suggested a compromise strongly encouraging inclusion where possible; where not possible for local boards to show how DHS will be included, and for OWIB to evaluate and report to the Governor in one year.

The OWIB then discussed a recommendation that the Governor strongly encourage each local board to include a voting position for an agency official of the Dept. of Human Services' (DHS) Self Sufficiency Programs. Where multiple DHS officials exist within a local workforce area, a method for selecting and rotating membership should be determined. Where it is decided not to include a DHS Self-Sufficiency position on the board, the local plan must clearly describe the mechanism for meaningful engagement

of representatives from the DHS Self Sufficiency Programs in local planning, integrated service delivery, and outcomes.

The OWIB also discussed that if this recommendation is accepted by the Governor, the OWIB is committed to reviewing this criterion in the spring of 2016 to ensure that it is being met and to make further recommendations on DHS involvement, if necessary.

Gomez asked for a motion. Millard moved and Unger seconded. The motion was approved unanimously.

#### **Workforce System Investments**

Due to a lack of time, Pirtle-Guiney asked that the OWIB review pages 43-45 in the packet and provide their feedback via email. Pirtle-Guiney provided an overview about the one time opportunity regarding the workforce system investments that are before the legislature this session. She asked that feedback be sent to Leoni by close of business on Tuesday, March 17. This is the first opportunity that the new Governor will have to hear from the OWIB and she encouraged members to think high-level and goal oriented. Leoni added that she will compile the feedback and provide it to the Executive Committee on March 18 for further discussion.

**Meeting adjourned at 4:07 PM.**

DRAFT



**OWIB Executive Committee Meeting Notes  
March 18, 2015**

**Members:** Ken Madden, Jessica Gomez, Barbara Byrd, Jessica Howard, Elana Pirtle-Guiney, Lisa Nisenfeld, and Alan Unger

**Staff/Technical Advisors:** Andrew McGough, Karen Humelbaugh, Melissa Leoni, and Katelyn Roberts

**Guests:** Tom West, Consultant with Thomas P. Miller and Associates

**Call to Order and Introductions**

Chair Madden called the meeting to order at 1:34 PM.

**Workforce Investment Goals**

Pirtle-Guiney thanked those members who provided feedback on the workforce investments as she requested at the end of the March board meeting. She requested that the committee keep in mind that she is looking for a broad list of outcomes. The committee's discussion should not be focused on narrowing the list but identifying areas that may have been missed, are off base, or unattainable at this time. Leoni provided that she received input from 11 board members of which five were business members. In the packet, staff provided a summary of identified outcomes and tactics based on the all of the feedback received, categorized into five areas:

- Local strategies to increase community and industry competitiveness, including sector strategies and incumbent worker training
- Work-based learning (i.e., on-the-job training/apprenticeship)
- Youth employment
- Moving Oregonians from poverty to prosperity (targeted populations)
- Other

The committee thoroughly discussed the summary of outcomes. The identified tactics were removed and the outcomes were refined. Leoni reminded the committee that many of these ideas and outcomes will be further refined as the board moves into the strategic planning conversation. Staff will use the feedback provided by the committee to revise the list of outcomes. This will be sent out to the board later in the week.

**OWIB Strategic Plan**

Nisenfeld and Humelbaugh introduced Tom West to the committee as a consultant to assist the board in developing a strategic vision and plan. They emphasized how important it is for the OWIB to agree on and own a strategic vision and plan for the workforce system.

West reviewed the proposal for developing the plan which was included in the packet. He clarified that the current plan the board adopted in 2012 will be reviewed and incorporated as the board sees fit to do so. He explained that the WIOA State Plan that has to be submitted to the feds is more of a compliance document for the state agencies to build. The strategic plan that the OWIB will be developing serves as a framework to inform the state agencies and local boards of the overall direction.

He iterated that this is the board's plan, not the staff or agency's plan, and he is there to facilitate the process. There was general agreement from the committee that the proposal made sense and had the appropriate level of input for members and stakeholders. In preparation for the April Executive

Committee meeting, West asked the committee to think about what success would look like to them once this process was complete.

**Other Business/Wrap Up**

Because of where the strategic planning process will be at in June, staff believe that it would not be necessary to have a June board meeting. However, the local boards' transition plans need to be approved before June 30. Members agreed that the Executive Committee could provide approval if needed. This will be further discussed at the April's Executive Committee meeting once staff have a chance to discuss this revised process with the local boards and state staff.

**OWIB Executive Committee Meeting**

The next OWIB Executive Committee meeting is April 15 from 1:30 to 3:00 PM.

Chair Madden adjourned the meeting at 2:55 PM.

DRAFT

**OWIB Executive Committee Meeting Notes**  
**April 16, 2015**

**Members:** Ken Madden, Jessica Gomez, Barbara Byrd, Lori Luchak-Olund, Jessica Howard, Megan Helzerman, Elana Pirtle-Guiney, Lisa Nisenfeld, and Alan Unger

**Staff/Technical Advisors:** Karen Litvin, Karen Humelbaugh, Melissa Leoni, and Katelyn Roberts

**Guests:** Tom West and Kristen Barry, Consultants with Thomas P. Miller and Associates

**Call to Order and Introductions**

Chair Madden called the meeting to order at 1:34 PM. Leoni did a roll call of members, technical advisors, and staff.

**OWIB Strategic Plan**

West and Barry reviewed the process for developing the strategic plan. They explained the feedback from the committee would inform the May 8 strategic planning session with the board. The committee discussed reasons for doing the strategic plan, including that it is required in the Workforce Innovation and Opportunity Act provides the opportunity for the OWIB to set the direction, and creates opportunities for buy in from partners and stakeholders by involving them upfront. The committee agreed that there should be a focus group with education partners and a focus group for representatives of community based organizations and labor (workforce representatives).

In discussing the level of detail of the plan, there was agreement that the OWIB would be providing the high level goals, not prescribed programs or numeric goals. The state agencies and local boards will figure out ways to accomplish the goals to best meet the needs of individuals, employers, and communities.

Leoni reviewed the draft agenda for the May 8 board meeting and strategic planning session. Pirtle-Guiney will be framing the conversation with a message from the Governor. The committee agreed that only board members will be engaged in developing the vision for the plan. Local board representatives and possibly other people in the audience may participate in small break out groups on potential focus areas of the plan.

**Workforce Innovation and Opportunity Act**

Leoni informed the board the Department of Labor and Department of Education released five Notices of Proposed Rulemaking (NPRM) related to WIOA. State agency staff are reviewing each of them and preparing any comments to submit by June 15.

As a part of WIOA implementation, membership for the OWIB has to become compliant with the legislation. This means that some of the current members will not be on the board past the May 8 meeting, and a couple of new members will need to be added. Leoni suggested that the May 8 meeting be a transition meeting involving all current members and those to be added, if available, as it is the official beginning of the strategic planning process. Leoni added that we can continue to engage members who will be leaving the board in the strategic planning process through subcommittees.

Humelbaugh informed the committee that over the next six months they will be asked to weigh in on updating the board's current policies. Staff will be recommending changes based on what is required for

WIOA implementation. One of those topics that will be included in the May committee agenda is the funding formulas for the allocation of Adult, Youth, and Dislocated Worker funding to the local boards. Staff will be recommending that the formulas stay the same for the 2015 program year (July 1, 2015 – June 30, 2015). In late fall, staff will engage the committee and stakeholders in a conversation about the funding formulas.

In the future, Gomez asked that agencies look at how better integrate services delivery in the one-stop centers and with Department of Human Services. Humelbaugh confirmed that this is part of the focus of the WIOA implementation workgroups.

#### **Other Business/Wrap Up**

Leoni informed the committee that it will not need to approve the local board charters and transition plans in 2015. Leoni reiterated that this is not a change in direction or in the state's expectation for the local boards, but it has become clear that what we were asking the boards to submit this year was neither meaningful to OWIB nor the local boards. Most of the charter criteria are requirements of the WIOA local plans, which the local boards will be developing over the next year. For the next program year, each local board will complete a short checklist and then CCWD will ensure that each board is compliant with federal requirements and provide technical assistance as needed. The local boards will be notified of the change very soon. Staff will come back to the committee and OWIB with an update and proposal for local plan review by the end of 2015.

#### **OWIB Executive Committee Meeting**

The next OWIB Executive Committee meeting is May 20 from 1:30 to 3:00 PM.

Chair Madden adjourned the meeting at 2:45 PM.

## Agenda Item 4

### WIOA Statewide Reserve Funds

#### **Purpose**

The purpose of this agenda item is to brief the Oregon Workforce Investment Board (OWIB) on the options for reservation of funding for statewide activities under the Workforce Innovation and Opportunity Act (WIOA).

#### **Background – WIOA Funding**

States are allowed to reserve up to 5% each of the Youth, Adult and Dislocated Worker allotments for administrative purposes. Administrative purposes include fiscal administration, information technology and human resources functions, as well as monitoring, compliance and auditing. These funds are very flexible, but generally only cover actual costs.

States are allowed to reserve up to 10% each of the Youth, Adult and Dislocated Worker allotments for state reserve funding. Reserve funding is also very flexible. Oregon currently uses the 10% funds for things like the Initial Skills Review in WorkSource Oregon (WSO), Governor's Office staffing, Equal Employment Opportunity coordinator, Oregon Workforce Partnership support, OWIB activities, and local board support and technical assistance.

Some activities required under WIOA have generally been funded out of either the 5% administration or 10% reserve funds. These include High Concentration of Eligible Youth, evaluation, annual report, performance incentives, and eligible training provider list.

States are also allowed to reserve up to 25% only from the Dislocated Worker allotment. These funds are the most restrictive as they are to be used primarily for Rapid Response Activities or directly for Dislocated Workers. This includes all layoff aversion, pre-layoff or rapid response activities prior to or directly after dislocation (workshops, assessments, surveys, etc...). In addition to traditional Rapid Response activities, Oregon has also funded an AFL-CIO Labor Liaison, parts of the Initial Skills Review in WSO, Career Information Systems in WSOs, and OWIB projects for Dislocated Worker like the National Career Readiness Certificates.

In the memo from former Governor Kitzhaber to the OWIB in January 2015, the OWIB was asked to provide input on how to spend the Governor's Reserve Funds for the 2016 program year (July 1, 2015-June 30, 2016). The memo also asked that these funds be prioritized to support expansion of middle 40 credentials with labor market value through WorkSource and implementation of effective pay for success strategies.

#### **Background – Fund Allotment Process**

Each state determines the amount of reserve funds to retain. In Oregon this has traditionally been done by the Department of Community Colleges and Workforce Development (CCWD) with the Governor's Office in March or April and then shared with OWIB in June. Then CCWD staff applies certain economic factors and census data to a funding formula to determine each county's portion of the Youth, Adult and Dislocated Worker allotments. The county data is then

combined into the local board allocations. The local boards are typically provided with their draft allotment number in late April/early May, which is finalized after OWIB's review in June.

There is a timing lag between the announcement of the allotments and when funding is actually available to the local boards. The money being made available to the states is a process called a Notice of Obligation (NOO). Traditionally, the NOO for Youth funding arrives in late May/early June and the Adult and Dislocated Worker arrives in late July/early August. Once it arrives, there is a process for local boards to request the money and have it put in their bank accounts so they can draw on the funds. For Youth, this might occur in August or September; for Adult and DW, it occurs in fall. Even with the timing lag, the local boards can charge appropriate expenditures as of April 1, 2015 for Youth and July 1, 2015 for Adult and Dislocated Worker.

The WIOA Youth funding allocation information must go out to the local boards immediately as required by the Department of Labor. The Adult and Dislocated Worker allocation information must be determined by June. However, it is very difficult to decide on one formula or reserve amount without deciding on all of them as they are interconnected.

#### **Discussion - Program Year 2015**

This year's total allotment for Oregon is has increased from \$33,791,982 to \$34,098,693. Youth and Adult amounts are down slightly while Dislocated Worker has increased slightly. Of the total \$33.7 million received last year, the local boards received \$27.5 million. They also received additional funding from the statewide reserve bringing the local total to \$30 million.

At the May 8 OWIB meeting, staff will describe a couple of statewide reserve scenarios for the board's consideration. Since this is a time sensitive issue and has not been previously discussed with the Executive Committee or full OWIB, staff will also propose that the OWIB schedule a special teleconference meeting to take action on recommending one of the scenarios to the Governor.

## Agenda Item 5

### Strategic Planning Session

#### **Purpose**

The purpose of this agenda item is to engage the Oregon Workforce Investment Board (OWIB) in a strategic planning session to refine the mission and vision and identify focus areas for the development of specific goals and strategies.

#### **Background**

In 2012, the OWIB adopted a ten year strategic plan containing the following vision and goals:

*Oregon at Work: Quality Jobs – Skilled Workers*  
*Contributing to a Strong State Economy and Local Prosperity*

#### Goals:

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

The strategic plan was developed and adopted during a time where Oregon and the rest of the United States were still experiencing significant impacts of the Great Recession. Often strategic plans are updated before they expire due to economic, social or political changes, new priorities, new state and/or federal legislation, and other factors. The Workforce Innovation and Opportunity Act (WIOA) provides such an opportunity for the OWIB, as state workforce boards across the U.S. are being asked to create a strategic vision and goals through the required WIOA state plan for preparing an educated and skilled workforce.

#### **OWIB Strategic Planning**

Staff have been working with Tom West and Kristen Berry from Thomas P. Miller and Associates as consultants to assist the board in developing a strategic vision and plan to serve as a framework to inform the state agencies and local boards of the overall direction of the workforce system.

The planning session agenda includes time for the board to discuss its mission and vision and for small group discussions about possible focus areas. A one-pager on mission and vision statements is attached to this cover sheet.

The strategic planning process has been developed to maximize input from workforce system stakeholders, create alignment with local plans, and build buy-in and support for the final plan. Attached to this cover sheet is the proposed strategic planning timeline, which includes focus groups, interviews and subcommittees to gather input and invite participation in the planning process.

Representatives from the local workforce boards have been invited to attend the May 8 meeting and planning session. They and other stakeholders present will be included in the small group discussions on focus areas to begin this information gathering process.

### **Strategic Planning Questions**

During the planning session, Tom West and Kristen Berry will lead the board through a series of discussions on the following questions:

#### **Vision Statement Questions**

- What are the values of the OWIB?
- What does success mean to us?
- What does Oregon look like if we are successful long term?

#### **Mission Statement Questions**

- What is the end result that you wish to accomplish as an organization?
- Forgetting about government programs and federal guidance, what are the most important things the Oregon Workforce system needs to do to be an asset to Oregonians and Oregon businesses?
- What do customers (businesses and jobseekers) consider most important in the provision of services?

#### **Focus Area Questions**

- What are the issues you hope to address through your strategic plan?
- How can the system be more effectively aligned to promote the common vision and mission statements?

## Mission and Vision Statements

Vision and Mission statements are important governing principles for the OWIB and provide guidance for the strategic planning process. Creating or confirming a vision and mission engages all Board members to look at the big picture, understand the maximum sphere of influence, and promote aspirational thinking. This type of thinking sets the stage for welcoming lofty and out-of-the-box ideas that can ignite innovative and transformative discussions in strategic planning.

A **vision statement** describes how the world would be improved, changed or different if our organization was successful in achieving its purpose.

A vision statement is:

- long-term
- future-focused
- brief
- aspirational
- short enough to be memorized and communicated by board members

A **mission statement** succinctly describes an organization's purpose, business, and values.

A mission statement is:

- focused on the "now"
- one to two sentences

Focuses on the Board's:

**Purpose:** Why does the organization exist?

**Business:** What are the primary means used to accomplish the organization's purpose?

**Values:** What are the basic principles that provide guidance and inspiration to the organization?

# OWIB Strategic Planning Timeline

- Strategic Planning Meeting ..... May 8, 2015  
Facilitated discussion on Mission, Vision, and Focus Areas of the strategic plan.
- Focus Groups.....May 28-29, 2015  
Gather input from various stakeholder groups, including LWIB representatives, state agency representatives and partners, business and industry representatives, education representatives, and community-based organizations and labor.
- Interviews ..... May 20 – June 5, 2015  
Gather input from various stakeholders who will not be attending focus groups.
- Best Practice Research..... May – July, 2015  
Research best practices in the areas of focus that have been defined by the Board.
- Subcommittee Meetings .....June 16-18, 2015  
A subcommittee for each focus area identified by the Board will meet to refine goals and strategies. Subcommittees should include both board members and non-board members.
- OWIB Planning Session..... July, 2015  
In conjunction with the July OWIB meeting, subcommittees will recommend goals and strategies for approval and will begin to discuss further actions.
- Subcommittee Follow-up ..... July 2015  
Conference calls with each subcommittee to address OWIB feedback and finalize strategies and action steps.
- Plan Writing, Revising, and Adoption .....July – September, 2015  
TPMA will take all work and input from the OWIB and subcommittees and combine it into a draft strategic plan for review and public comment. After and requested revisions, a draft will be ready for final approval and adoption by September, 2015.