Oregon Workforce Investment Board

September 18, 2015
1:00 – 4:00 pm

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

OREGON WORKFORCE INVESTMENT BOARD

Agenda
Friday, September 18, 2015
1:00 pm – 4:00 pm
Chemeketa Center for Business and Industry
626 High Street NE, Salem 97301

1. Welcome and Introductions – 1:00		Chair Ken Madden
2. Consent Agenda – 1:05	Pg. 5	Chair Ken Madden
a. May 8, 2015 Board Meeting Minutes	Pg. 6-8	
b. May 20, 2015 Executive Committee Meeting Notes	Pg. 9-10	
c. June 17, 2015 Executive Committee Meeting Notes	Pg. 11-12	
d. July 10, 2015 Board Meeting Minutes	Pg. 13-15	
e. August 19, 2015 Executive Committee Meeting Notes	Pg. 16-18	
f. September 9, 2015 Executive Committee Meeting Notes	Pg. 19-21	
3. Open Public Comment – 1:10		Chair Ken Madden
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.		
4. OWIB Strategic Plan – 1:20	Pg. 23	Chair Ken Madden
a. Overview of Strategic Plan	Pg. 25-46	Melissa Leoni
b. Possible Action Item: Occupational Training Recommendations		Karen Humelbaugh
c. Possible Action Item: Approve Strategic Plan		
5. Break – 2:30		
6. Workforce System Budgets Part I – 2:40	Pg. 47-53	Lisa Nisenfeld
a. Overview of WIOA Title I and III Budgets		Karen Humelbaugh
b. Action Item: Wagner-Peyser 7B and WIOA Governor's Reserve		
7. WorkSource Oregon Operational Standards– 3:10	Pg. 55-58	Karen Humelbaugh Jim Pfarrer Andrew McGough
8. Announcements – 3:55		All
9. 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.

Action Item

Consent Agenda – Meeting Minutes

Minutes from March and July Board Meetings
The minutes from the past two meetings are listed below:

- May 8th Board meeting, pages 6-8
- July 10th Board meeting , pages 13-15

Notes from the May, June, August and September Executive Committee Meetings
The notes from the past four committee meetings are listed below.

- May 20, 2015 pages 9-10
- June 17, 2015 pages 11-12
- August 19, 2015 pages 16-18
- September 9, 2015 pages 19-21

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

Oregon Workforce Investment Board
Chemeketa Eola Viticulture Center, 215 Doaks Ferry Road NW, Salem 97304
May 8, 2015

Members Present: Chair Ken Madden, Vice Chair Jessica Gomez, Barbara Rodriguez, Carrie Chaffee, Charles Hopewell, Joe Weber, Joni George, Kevin Dull, Lori Luchak-Olund, Maureen Fallt, Susan Brown, Elana Pirtle-Guiney, Alan Unger, Dacia Johnson, Jessica Howard, Krissa Caldwell, Lisa Nisenfeld, Jeffrey Krolick, Andrew McGough, Kathy Oliver, Dave Baker, Barbara Byrd, Matt Millard, Karen Goddin

Members Absent: Frank Wall, Robert Halligan, Trygve Bolken, Erinn Kelley-Siel, Megan Helzerman, Trina Lee, Sen. Michael Dembrow, Rep. John Huffman, Rep. Paul Holvey, Laura McKinney

Staff: Melissa Leoni, Karen Humelbaugh, Katelyn Roberts

Guests: Jaime Clarke, Julie Sobel, Jim Pfarrer, Todd Nell, Jordana Barclay, Kurt Tackman, Kim Fredlund, Belit Burke, Cynthia Stewart, Bridget Dazey, Dan Parker, Julie Hugo, Jarrod Hogue, Marc Goldberg, Wally Corwin, Jim Fong, Liz Casey, Connie Green, Dan Haun, Dave Allen, Greg Ivers, Linda Sozzi, Tom West, Kristen Barry

---

Meeting called to order at 11:42 PM
Chair Madden called the meeting to order. There was a round of introductions.

Working Lunch & Oregon's Key Workforce Trends Part II
During the working lunch, Nick Beleiciks from the Oregon Employment Department's Workforce and Economic Research Division continued the presentation from March's board meeting on the key workforce trends in Oregon. The presentation provided a brief update on the state of the economy then focused on current and future needs of employers. Members provided comments, asked questions, and discussed the answers throughout the presentation. No follow-up items were identified.

Consent Agenda
Chair Madden asked for a motion to approve the consent agenda, which included March board meeting minutes and Executive Committee notes from March and April. Howard moved, Nisenfeld seconded, and the motion passed unanimously.

Strategic Planning Session
Chair Madden informed the board that a letter was sent to the Governor, introducing the OWIB and inviting her to participate. Pirtle-Guiney informed the board that the Governor will try to attend an upcoming meeting. She provided a message from Governor Brown on her priorities for the OWIB to keep in mind for workforce. She noted four areas of importance:

- Collaboration, among agencies at state level, through sector strategies, and at the regional level.
- Advance equity for families in poverty, communities of color, and rural communities.
- Build in accountability - Where there is more freedom to meet goals, there must be accountability.
- Results driven, not a program-driven, system – long-term results for clients served and the return on investment.

Tom West and Kristen Barry, consultants with Thomas P. Miller & Associates, began the strategic planning session by explaining the reason for developing a strategic plan. It required under the Workforce Innovation and Opportunity Act, the current plan was developed at a time when the economy was recovering from the recession, and many current board members were not a part of developing the 2012 plan.

West provided an overview of the strategic planning process. Along with today's session to develop a mission for OWIB and vision for the systems, the process will include focus groups and interviews with stakeholders. Subcommittees will be convened to further articulate goals and strategies in the plan. Finally, there will be a follow up strategic session during the July board meeting.

West facilitated a discussion with the board around developing a mission for the OWIB. He asked what the board wanted to accomplish and what customers (job seekers and businesses) expect of the system. West then facilitated a discussion on vision for the workforce system by asking the members to consider what the values of the OWIB and what long term success looks like.

Small group were formed with OWIB members and guests. The groups were directed to identify focus areas by discussing what issues should be addressed in the plan and how to align the system to promote the common vision and mission. Each of the small groups reported out what they had discussed.

The board members then labeled the strategies and concepts identified by the small groups as strategic or tactical. The strategic concepts were consolidated into 12 focus areas. Board members were given four dots to prioritize the possible focus areas. The following were identified as the top five:

- Alignment of education, business, workforce, and economic development
- Simplifying the workforce system
- Connecting workers to jobs and businesses to workers
- Local/State relationships and collaboration
- Addressing needs of special populations

West made it clear that all of the concepts and ideas gathered during the meeting would not be lost. Staff and subcommittees will use what has been expressed to see if and how it could be incorporated in the plan. Subcommittees will be short term work groups made up of OWIB members, local board representatives, and subject matter experts. Members of the subcommittees are expected to represent their stakeholder group, not their individual perspective. Board members should respond to the email that Leoni will send out about their interest in leading and serving on the subcommittees.

Public Comment

Connie Green, President of Tillamook Bay Community College, asked the board be patient, especially with the areas where there will be new local boards, and to give the locals space to figure out all of the changes that are occurring. She encouraged the OWIB to test policies that it will be establishing and get input from all partners in order to move to the desired outcomes collaboratively.

WIOA Statewide Reserve Funds

Chair Madden introduced the discussion on Workforce Innovation and Opportunity Act (WIOA) Governor's Reserve funds, encouraging the board to come to a decision today. He expressed the importance of getting the full board's input on this item. Karen Humelbaugh provided and reviewed a handout on WIOA Basic Funding, which provided background information on the funds for the Adult, Dislocated Worker and Youth services along with the parameters for reserving funds at the state level. The following three options were providing for the board to consider in its recommendation to the Governor:

- Recommend the Governor reserve the maximum amount allowable by federal law for use in initiatives and programs that align with the state strategic plan.
- Recommend the Governor maintain the previous year's allocation of formula dollars to the LWIB's, reducing significantly the Governor's Reserve.
- Recommend the Governor reserve the maximum amount allowable by federal law for preliminary budgeting purposes at both the state and local level. Require a re-evaluation of state and federal reserves in August 2015.

Board members had an in-depth discussion and raised additional questions on to the benefits and drawbacks of each option. Humelbaugh then explained the conflict of interest policy in the board's bylaws. As they are more restrictive than Oregon's ethics laws, staff will be looking to propose changes to align with state law.

The board members agreed that a vote could be taken today. Madden asked for a motion to recommend that the Governor maintain the previous year's allocation of formula dollars to the LWIB's. Hopewell moved, Brown seconded, and the motion passed unanimously.

The following members declared a potential conflict of interest: Pirtle-Guiney, Gomez, Madden, McGough, Caldwell, Howard, Dull, and Byrd. These members abstained from voting of the recommendation.

Meeting adjourned at 4:07 PM.

DRAFT

OWIB Executive Committee Meeting Notes
May 20, 2015

Members: Ken Madden, Jessica Gomez, Elana Pirtle-Guiney, Alan Unger, Lisa Nisenfeld, Jessica Howard, and Megan Helzerman

Staff/Technical Advisors: Karen Humelbaugh, Andrea Fogue, Melissa Leoni, and Katelyn Roberts

Call to Order and Introductions
Chair Madden called the meeting to order at 1:35 PM. Leoni did a roll call of members, technical advisors, and staff.

Legislative Update
Humelbaugh and Fogue reviewed the purpose of the workforce investments that are before the legislature. A handout sent to the committee prior to the meeting explained the current service level and policy option packages for youth and incumbent worker training. Staff asked for the committee members' assistance in reaching out to the key legislators over the next ten days.

Each committee member was assigned to contact one or more legislator. At the Chair's request, staff will be following up with a script for starting the conversation and talking points used by Worksystems. Staff asked the committee to call legislators, if possible, or send an email. In any communications, include personal experiences as to why the funding is important. After making contact, let Leoni know how it went and if there are any items that need follow up.

The committee discussed distribution of the funds. Nisenfeld added that the OWIB will be asked to weigh in on the principles for allocating the funds.

Fogue also reported that the Oregon Talent Council will likely be established. This council will take the place of the Engineering and Technology Industry Council. Its purpose would be to invest in startup projects in higher education, including at community colleges and other entities. It will likely be housed at the Employment Department and would become complimentary to sector strategies.

Workforce Innovation and Opportunity Act (WIOA)
Roberts provided an update on the implementation of WIOA. The U.S. Department of Labor provided guidance to the states of three items that must be completed by July 1, 2015:

- Governor must appoint a WIOA-compliant state workforce development board.
- Governor, in consultation with the state board, must develop a policy and procedure for designation of local workforce development areas.
- Governor and state board must establish criteria that the chief elected official for each local area must use in appointing a WIOA-compliant local board.

Staff is working with the Governor's Office and Executive Appointments to ensure that the OWIB is in compliance with WIOA. In June, staff will be bringing a policy on local area designation before the committee. This is not changing the boundaries of the local area that were put in place last year; it is putting a policy and procedure in place that is compliant with WIOA.

The packet contains an update of other WIOA related activities for the committee's reference. As a follow up to the May committee meeting, Roberts informed the committee that DOL has directed the

states to continue to use the current formulas for allocating Adult, Youth, and Dislocated Worker funding to the local boards. In late fall, staff will engage the committee and stakeholders in a conversation about next year's funding formulas.

OWIB Strategic Planning

Leoni updated the committee on the strategic planning process. Staff are reviewing the priorities that the OWIB discussed during the March board meeting along with past discussions on investment outcomes. Subcommittees will be convened around four themes in June.

Staff are proposing the addition of local area meetings in late June through July to ensure that the planning process is as inclusive as possible. A meeting will be held in each of the nine local areas in a similar format as the WorkSource Forums and Focus Groups that OED and the local boards sponsored last year. The meetings will be a town hall setting where business, education, service providers, and other stakeholders can provide input on the direction of the system's vision and goals. It will also provide an opportunity for the local boards to jump start local planning.

Staff will discuss and inform the board whether this will affect the schedule of upcoming meetings.

OWIB Executive Committee Meeting

The next OWIB Executive Committee meeting is June 17 from 1:30 to 3:00 PM.

Chair Madden adjourned the meeting at 2:37 PM.

DRAFT

OWIB Executive Committee Meeting Notes
June 17, 2015

Members: Barbara Byrd, Matt Millard, Elana Pirtle-Guiney, Lisa Nisenfeld, and Alan Unger

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

Guests: Tom West and Owen McNeil, Consultants with Thomas P. Miller and Associates

Call to Order and Introductions
Leoni called the meeting to order at 1:35 PM because Chair Madden and Gomez could not join the meeting. Leoni did a roll call of members, technical advisors, and staff.

Legislative and Budget Update
Humelbaugh and Fogue provided the following legislative update to the committee. The Oregon Employment Department's (OED) budget passed out full Ways and Means with no issues or surprises. The Higher Education Coordinating Commission (HECC) budget bill passed out of the Ways and Means Education Sub-committee. Its next stop is the Full Ways and Means Committee, but it has not been scheduled. Within the $2.2 billion HECC budget, CCWD's Current Service Level was fully funded at $10.9 million. However, the $15 million in Policy Option Package (POP) 201 for youth workforce programs and $6 million in POP 202 for incumbent worker and sector strategies were not funded.

Although this is disappointing, agency staff are currently working to pull together a proposal to specifically fund youth workforce investments through the final reconciliation (aka the Christmas Tree) bill that comes at the very end of the legislative session. Staff will be asking for the committee's help when more details become available.

The Oregon Talent Council legislation, HB 2728A, passed out of the Ways and Means Education Subcommittee today with a base Current Service Level funding of $6.1 million. Its next stop is the Full Ways and Means Committee; it has not been scheduled yet. This falls significantly short of the proposed $15 million in funding, but is the bare minimum that the OED needs to establish the Council. Since the OTC presentation to the Executive Committee in December, much has changed with the OTC. Staff will schedule an information item for the OWIB at an upcoming meeting.

Wagner-Peyser Section 7B Funds
Nisenfeld provided an overview on the Wagner-Peyser Section 7B Funds. OED has received about $8 million from the U.S. Department of Labor to funds the one-stop centers (WorkSource) in the new program year. The Wagner-Peyser law allows the Governor to reserve 10 percent of the total allocation, referred to as the Wagner-Peyser Section 7B Funds. OED would like to get the OWIB's approval for how to spend these funds. With the beginning of the program year nearing, this is more of formality for this program year. Next year, staff will bring a spending recommendation to the OWIB earlier for a more substantive discussion.

A majority of these funds have gone to OED's research division, which has taken on the system performance management work. Some of the funds have also been used for the Career Information System (CIS) and marketing. In the packet for the July board meeting, more detail will be provided on how these funds can be used and what the department is planning to spend it on this program year.

DRAFT

Workforce Innovation and Opportunity Act (WIOA)
Leoni informed the committee that the Governor, in consultation with the OWIB, needs to have a policy on the local area designation by July 1. There is a need to have broader discussion amongst the state agencies on policy development under WIOA. In the meantime, staff are asking the committee to provide feedback on the elements of the local area designation policy which are on page 3 and 4 of the packet. If there is a desire to change boundaries in the future, this will establish a policy and procedures for the state and local areas to abide by. It will be very similar to the process used in 2014.

After discussion, there was overall agreement on the proposed elements of the policy. Leoni will get feedback from the business representatives who are not on the call. Staff will then forward a draft policy on to Pirtle-Guiney. Humelbaugh provided that the new areas are on track to be operational by July 1.

OWIB Strategic Planning
West and McNeil, staff with Thomas P. Miller and Associates (TPMA), provided an update on the progress of the strategic planning. Staff with TPMA conducted interviews and facilitated focus groups. Three of the four planning subcommittees have had their initial meeting. The chairs of each committee will be sharing results with the OWIB at the July meeting. Overall, the input has been positive.

Leoni reviewed the input given by the subcommittees on the proposed guiding principles. The committee had further discussion on proposed edits to the guiding principles as well as on the vision for the system and mission of the board. A revised draft of the principles, vision, and mission will be provided at the OWIB meeting for further discussion and possible approval.

July OWIB Agenda
Leoni reviewed the July 10 OWIB meeting agenda. Pirtle-Guiney informed the committee that the Governor will likely attend the September board meeting instead of the July meeting.

Other Business/Wrap Up
Leoni asked if the committee supports not having a July committee meeting since it would be challenging timing with the subcommittees and the community forums in progress. To allow staff enough time to vet the strategic plan, Leoni proposed to move the September board meeting back one week to September 18, instead of the 11th. The committee members agreed with both of these changes.

OWIB Executive Committee Meeting
The next OWIB Executive Committee meeting is August 19th from 1:30 to 3:00 PM.

Leoni adjourned the meeting at 2:45 PM.

DRAFT

Oregon Workforce Investment Board
Chemeketa Center for Business and Industry, 626 High Street NE, Salem OR
July 10, 2015

Members Present: Acting Chair Lori Olund, Carrie Chaffee, Charles Hopewell, Frank Wall, Joni George, Robert Halligan, Alan Unger, Susan Brown, Jessica Howard, Jeffrey Krolick, Andrew McGough, Dan Findley, Erinn Kelley-Siel, Lisa Nisenfeld, Barbara Byrd, Matt Millard, Sen. Michael Dembrow, Rep. John Huffman

Members Absent: Chair Ken Madden, Vice Chair Jessica Gomez, Barbara Rodriguez, Joe Weber, Maureen Fallt, Trygve Bolken, Elana Pirtle-Guiney, Megan Helzerman, Kathy Oliver, Dave Baker, Rep. Paul Holvey

Staff: Melissa Leoni, Michelle Sullivan, Katelyn Roberts

Guests: Karen Humelbaugh, Shalee Hodgson, Dan Haun, Greg Ivers, Bridget Dazey, Kristina Payne, Jessica Cahill, Liz Casey, Jim Pfarrer, Graham Slater, Andrew Fogue, Jaime Clarke

---

Meeting called to order at 1:08 PM
Acting Chair Olund called the meeting to order. There was a round of introductions.

Consent Agenda
Since a quorum was not present, no vote was taken on the consent agenda.

Workforce System Performance Dashboard
Graham Slater, Administrator for the Oregon Employment Department's Research Division provided the board with results of the recent job vacancies survey. Each quarter, OED surveys about 4,000 private businesses of varying sizes to see what positions they currently have open and the reasons the jobs may be unfilled. The recent report shows that there were approximately 53,300 vacancies in the spring of 2015.

Slater also gave an update on the workforce system performance dashboard and measures. OED has received approval and is moving forward on upgrading the performance reporting system (PRISM). The measures will mirror the measures required under the Workforce Innovation and Opportunity Act (WIOA) once they are clearly defined by the U.S. Department of Labor.

Slater provided a draft dashboard to show recent progress. He also provided one month of data from the pilot surveys for business customer satisfaction and explained that the customer satisfaction surveys for individuals are also underway. Each month staff will be able to provide the high level customer satisfaction data. Once a quarter or annually, staff will be able to provide a more in depth analysis of the data by different demographics (gender, race, etc.).

Members followed up with questions and discussion of the information provided. At the request of the members, staff will follow up with an updated report on the National Career Readiness Certificate and its impact for customers.

Legislative Update
Acting Chair Olund invited Representative Huffman to give an update on the legislative session. He reported that it was an interesting session with a lot of change but not a positive session for workforce.

DRAFT

He added that it wasn't known, until too late in the session, that the policy option packages for workforce weren't going to move through Higher Education Coordinating Commission's budget.

Karen Humelbaugh, Workforce Deputy of the Higher Education Coordinating Commission, drew the board's attention to the letter submitted by the legislators on the OWIB to the Joint Ways and Means leadership advocating for workforce funding. The $2.2 billion budget for the Higher Education Coordinating Commission included the base level funding for the Back to Work Oregon program, Work Ready Communities initiative, and support for the new and restructuring local workforce development boards. The policy option packages for youth workforce programs, incumbent worker training, and sector strategies were not funded. The legislature was supportive of Career and Technical Education and STEM (Science, Technology, Engineering, and Mathematics) but primarily funded these at the K-12 level.

Andrea Fogue, Legislative and Public Affairs Manager at the Oregon Employment Department (OED), informed the board that the legislature passed a bill to create an Oregon Talent Council (OTC). Staffing for the council will be housed at OED. Nisenfeld noted that the council will develop a talent plan to invest $6.1 million for startup projects in higher education related to the biotechnology, healthcare, energy, advanced manufacturing, and high technology sectors. The OTC replaced the Engineering and Technology Industry Council (ETIC), which had about $30 million to invest.

Nisenfeld reported that Dave Childers has agreed to be the interim chairperson of the council. Members are to be appointed by the OED Director and will start with ten private sector representatives.

Erinn Kelley-Siel reported on the changes at the Department of Human Services (DHS) as a result of action taken by the legislature. DHS was given approval to reinvest savings from the Temporary Assistance for Needy Families (TANF) program funds back into the program where it had been reduced during the recession. This will initiate policy changes to help address issues such as the benefits cliff. There is opportunity to continue to build partnerships and connect the TANF JOBS (Job Opportunity and Basic Skills) and SNAP (Supplemental Nutrition Assistance Program) employment and training programs with other workforce programs. The session also resulted in significant investments and changes made in the childcare program for low income families.

Sen. Dembrow gave an overview of the workgroup for Apprenticeship in the 21st Century. Its purpose is to explore how to expand apprenticeships to other industries (i.e. social services and healthcare). It will also look at how to create better pathways from Career and Technical Education into apprenticeship and enhance apprenticeship in rural communities. Sen. Dembrow also reported on funding for a taskforce for re-entry of ex-offenders into housing and workforce. This taskforce came out of the "ban the box" bill that prohibits employers from inquiring about offender status until the interview.

Humelbaugh and Fogue thanked all legislators and members for advocating for workforce funding.

Workforce Investment Recommendations

Before beginning the discussion on the workforce investment recommendations, Leoni reviewed OWIB's conflict of interest provisions so all members were clear on participating in the discussion. Lisa Nisenfeld, Director of the Oregon Employment Department (OED), then provided an overview of the Governor's 10% set aside of Wagner-Peyser funding.

Nisenfeld reported that approximately $809,000 can be reserved for this program year. OED has already budgeted the funding for Workforce System Analysis and Special Projects along with Career Information System (CIS) and mobile technology. Nisenfeld apologized that this did not come to the board sooner

and explained that this will be presented for discussion to the Governor's Office and OWIB well in advance of the next program year.

Humelbaugh then reported that the Governor's Office has accepted the board's May meeting recommendation to fund the local boards at the same level as last program year. This leaves about $6.6 million in the reserve. Humelbaugh described the required activities and allowable activities that this funding is currently funding. She then recommended that the board recommend to the Governor that the funds continue to be used for these purposes.

After Humelbaugh answered questions, the board took an informal poll on both recommendations. The majority was in agreement with these recommendations to the Governor. Staff will follow up with the board during the next meeting to show a complete budget for workforce including state and federal money. The budget will also highlight areas that that OWIB can influence.

OWIB Strategic Planning
Members had in depth discussion on the proposed vision and mission statements. Staff took detailed notes on comments to provide the contractors to incorporate into discussions with the strategic planning subcommittees. Revisions will come back to the board during the September meeting for final approval.

Leoni informed the board of the current four strategic planning subcommittees which include:

- System Connections and Simplification
- Workforce, Economic Development, and Education Alignment
- Business Needs and Solutions
- Talent Development

These subcommittees are based on the top themes from the May board meeting discussion. Each subcommittee is made up of OWIB members and a variety of state and local partners. The subcommittees have been charged with developing a goal for the topic area and strategies for accomplishing the goal.

As chairs of the committees, Hopewell, Wall, and Krolick reviewed the goals and strategies that were developed by their subcommittees. Leoni presented on behalf of Weber who is the chair for the system connections and simplification committee.

Members thoroughly discussed the draft goals and strategies. Leoni reminded the board about the community forums that will be providing input on the goals. Staff will then bring forum feedback to the subcommittees for further refinement of the goals and strategies before the September board meeting.

Public Comment
There was no public comment

Meeting adjourned at 4:02 PM.

DRAFT

OWIB Executive Committee Meeting Notes

August 19, 2015

Members participating by phone: Ken Madden, Megan Helzerman, Lori Olund, Barbara Byrd, Alan Unger, Matt Millard, Jessica Gomez, Lisa Nisenfeld

Staff/Technical Advisors: Karen Litvin, Karen Humelbaugh, Katelyn Roberts, Melissa Leoni, Kristen Barry, Kurt Tackman

Call to order and Introductions:

Chair Madden call the meeting to order at 1:33 PM

WorkSource Oregon Center Certification

Tackman introduced himself as the WIOA Core Programs Manager for WorkSource Oregon. He explained that he oversees the policy and implementation aspects of federal legislation such as planning criteria and one stop certification. The Workforce Innovation and Opportunity Act (WIOA) act requires that one stop centers complete the certification process to receive infrastructure funding. Since local areas are approaching the recertification deadline and WIOA requires new criteria be developed, staff is recommending the OWIB suspend current certification processes and timelines and extend current status of certified centers until new federally compliant criteria is established.

Olund motioned to suspend the existing processes and timelines for certification and to recognize and extend the current status of certified centers until new criteria is established. Helzerman seconded the motion. Nisenfeld abstained from voting. Leoni called roll and the motion was passed unanimously.

Sector Partnership Convening

Leoni described a proposal to hold the first annual workforce event focused on sector partnerships. The HECC-OWIB Taskforce recommendations adopted last year included such an event. The purpose of the one day learning event is to reconnect, share strategies, and consolidate efforts amongst agencies and critical partners such as Oregon Talent Council and Higher Education Coordinating Commission. The event will take place on October 21st 2015.The committee supported the OWIB sponsoring the event. Leoni reported that the save the date email will be sent out soon.

Strategic Planning

After the July 10th OWIB meeting, the vision, mission, and guiding principles were shared with the subcommittees. There were a few minor revisions to minimize the wordiness, but no drastic changes.

Vision Statement:

DRAFT

Byrd and Millard mentioned that there needs to be language about a living wage included in the strategic plan. Byrd will send some proposals to Leoni to be presented at the September 9 Executive Committee meeting as an addition to the guiding principles. The committee agreed.

Mission Statement:

There weren't any updates on the mission statement. The general consensus is that while it does seem lengthy, there are no parts that the members would be willing to cut.

Community Forums

The OWIB and staff held nine community forums to elicit feedback from local partners around the proposed goals and strategies. The last community forum was on August 4. Staff considered the changes and made significant changes, including:

- To clarify between the goals and remove duplicative information.
- Integrate the 3rd goal around uniting workforce development into the system goal. Its strategies have also been incorporated into the other four goals.
- Youth were missing so another goal was added directly targeting youth.
- Define responsibilities and duties as they were not clear in the goals; they have been revised to consider them more as system recommended goals and strategies. Now the goals are reorganized and renumbered.

Staff reviewed each goal with the committee. Goal 1 and goal 2 were reviewed with no major revisions. There was a question for Goal 3, strategy 3 as to whether there were any options or feedback around what percentage of funds is dedicated to occupational training. Staff explained that the plan is to research other examples of investing a specific percentage of funds for occupational training and come back with specific figures for the September 9th meeting.

Goal 4 is a newly adopted goal dedicated to including youth in the goals and strategies. Leoni welcomed feedback for the proposed goal and strategies. Nisenfeld mentioned that strategy 3 needs to be a little broader to include technical assistance to boards.

Byrd asked for clarification on the definition of apprenticeship in the strategy and how that varies from work-based learning. Humelbaugh advised her that no clear cut definitions for terms have been established as of yet. Millard suggested that the difference between the two is that work-based learning is funded by the employer, whereas the apprenticeship program is directed by a third party. Nisenfeld suggested having more discussion about the definitions of the system with Steve Simms and scheduling a round-table conversation in January for the OWIB.

Next step:

- The goals and strategies report will go to the Subcommittee Chairs for discussion on 8/21 and then to the subcommittee

DRAFT

- After Subcommittees have had an opportunity to include their feedback, a draft will be sent to OWIB Executive Committee by September 9th for review. Last review and revision will be made and the document will be submitted to the OWIB for action on September 18th.

Upcoming OWIB Meeting

Leoni reviewed the draft agenda for the September 18th board meeting, but it is still unclear as to whether Governor Kate Brown is able to attend the meeting. One of the larger agenda items is the strategic plan and adopting the mission, vision, and guiding principles, goals, and strategies. After finalizing the strategic plan, the next step will be to discuss the OWIB's development of an action plan.

Another proposed agenda item is on the WorkSource Oregon Operational Standards and how they are related to the strategic plan. Committee discussed other possible agenda items if Governor Brown is unable to attend.

Other Business/Wrap Up

Leoni reported that Erinn Kelley-Siel, Director of the Dept. of Human Services and Sean Robbins, Director of Business Oregon have resigned but no replacements have yet been named so we don't know who may be joining the board. There may also be some new members to introduce in September.

Meeting adjourned at 2:40 PM.

DRAFT

OWIB Executive Committee Meeting Notes
Sept 9, 2015

Members: Chair Ken Madden, Jessica Howard, Barbara Byrd, Lisa Nisenfeld, Lori Olund, Matt Millard, Megan Helzerman, Lori Olund

Staff/Technical Advisors: Karen Litvin, Karen Humelbaugh, Melissa Leoni, Katelyn Roberts, Kurt Tackman, Michelle Sullivan

Guests: Tom West, Kristen Barry, Charlie Hopewell, Frank Wall, Jeff Krolick

Call to order and Roll Call
Chair Madden called the meeting to order at 10:05

Chair Madden and Leoni shared highlights from the recent National Governor's Association (NGA) Conference for state workforce board chairs and staff, which they attended in Annapolis. They reflected on the positive skills training program through the Jane Adams Corp that gave hope to underprivileged communities in Baltimore. They heard from participants, including a few who had graduated and found good jobs after as little as 8 weeks. Humelbaugh, who also attended for the state workforce liaisons group, added that she saw another training program for incumbent workers in healthcare. In that program, entry level workers were being trained for higher skill jobs, and after training would graduate to another pay/skill grade and create openings for new entry level workers. The program was offered on a day of the week that fit participants' schedules and it was a short term training program. Maryland has a state funding program that encourages and supports these types of training programs in partnership with business. Leoni reported that they heard from representatives of four other similar programs in manufacturing, construction and maritime transportation/logistics. Committee members had questions so staff will send out the summary materials from NGA.

Hopewell mentioned the urgency of getting examples for these types of programs as he's received several requests from schools putting together proposals for career and technical education funding. Madden recommended using the NGA to help get these examples to share.

OWIB Strategic Plan
Leoni introduced the new draft of the OWIB strategic plan and explained that the current draft now has context language with the mission, vision statement, guiding principles, goals and strategies. The draft also highlights how things will look different as we move into the implementation phase.

Leoni proceeded to review the strategic plan draft with the committee. There were no suggestions or comments on revisions for the Executive Summary. Leoni reported that the introduction section now includes the mission statement and a description of the workforce system based on the March presentation to OWIB. Hopewell asked where K-12 fits into the plan; as a partner or a part of the workforce system. Nisenfeld and committee members agreed that K-12 and community colleges must be an integral partner to the workforce system because for a successful plan, actions must be taken at a younger age. Leoni agreed to work with West and Barry to include them in the introduction section.

Howard introduced revisions for the strategic plan recommended from the Community College WIOA Work Group and college presidents. Some of those suggestions included:

DRAFT

- In the guiding principles, bullet four should read “Goals are business-led, demand-driven and benefit all workforce system customers.” (Changing Strategies to Goals) Because the ‘how’ should be determined by the partners.
- Bullet seven of the guiding principles was rewritten to read, “The system is equitable in access to services and results for all Oregonians.” (Rearranging the structure of the sentence) The purpose being to hone in on the equity.
- In the first bullet, they suggested using, “The customers of the workforce system include businesses, job seekers, youth, incumbent workers and others.” Also suggested to add workforce just before system.
- Bullet eight, proposed revision reads, “The system effectively collaborates with state, local and regional entities.”(Reorganize and use more inclusive language) The idea is that the collaboration includes a variety of entities not just the state agencies.
- In the vision, remove skilled workers and replace with educated populace, because educated populace has a much more inclusive range.

Leoni thanked Howard for sharing these recommendations and explained that for revising some of the guiding principles, she will consult with the governor’s office as bullet seven and eight of the guiding principals were the Governor’s priorities from the May meeting. The committee agreed to the change in the first bullet to have the language be consistent. Leoni promised to review the previous versions to determine intent on bullet four.

The committee then reviewed the goals and strategies beginning on page 11. No changes to goals one and two. On goal four, Krolick inquired about an alternative to the term ‘pipeline’ and whether there was another way to describe intent. After discussion, it was decided that pipeline plans is an appropriate word for this strategy.

For goal three, strategy three, Humelbaugh restated the committees previously agreed up notion that there needs to be an increase in resources for occupational training and that local workforce boards (LWBs) should be held to a minimum investment for occupational training. Humelbaugh reported that the final draft of the staff’s recommendations has not been completed, but there are four things the board needs to make a decision on:

- Whether the minimum threshold that LWBs have to allocate for occupational training will be implemented the first year (July 1, 2016)
- What is the minimum threshold percentage
- What occupational training means and what is included
- Whether the minimum thresholds will apply solely to WIOA funds or a LWBs funding from all sources

Nisenfeld mentioned that in certain regions they have invested 10% towards occupational training and in others, none at all. Krolick requested that figures be sent to the Executive Committee to get a better idea of how much each region is investing. Humelbaugh advised him that while there are figures that can be sent to him, it does not include all funding sources and is based on previous law definitions. Nisenfeld eased concerns by summarizing that this strategy is about accountability and not intended to dictate how LWBs get to the end goal. The committee agreed that if the OWIB cannot reach decisions on all four issues in September, it will ask the board to delegate authority to the Executive Committee for further consideration in October, since a November OWIB meeting is too late for direction to the local boards.

DRAFT

In goal 4 strategy 4, Hopewell suggested being more explicit by including education partners and rephrasing it to read, "In collaboration with the local education system to create and develop talent by providing young people with information and experience that engage their interests, spur further career development and connect to Oregon employers." Leoni suggested that the collaboration with schools be added to the description language under the goal and strategy four. There was also discussion about adding the concept of connecting youth to strategy one.

Leoni then reviewed the appendices, which include the feedback from the community forums, and discussed the next steps in developing an action plan. The subcommittees have identified a number of potential action items. On October 1, the Subcommittee Chairs, workforce program staff and LWB representatives have been invited to meet to review those action items and identify those required or optional for the local boards, state agencies, and the OWIB to develop further. The executive committee will also be invited. For the local boards, there will also be local planning guidance going out.

September OWIB Agenda

Leoni reported that she still doesn't know whether the Governor will be able to attend the September OWIB meeting, so there are no updates to the draft agenda.

OWIB Executive Committee Meeting

The next meeting falls on October 21, 2015, which conflicts with the Sectors Event. Leoni reported that the staff will be in contact on rescheduling the meeting for an earlier date.

Chair Madden adjourned the meeting at 11:31

DRAFT

Agenda Item 4

OWIB Strategic Plan – updated September 15, 2015

Purpose
The purpose of this agenda item is to approve and recommend the 2016-2020 Strategic Plan to Governor Brown. OWIB staff will present the final recommended vision, mission statement, guiding principles, goals and strategies for board consideration.

Background
Staff engaged Thomas P. Miller and Associates (TPMA) in April to assist the board in developing a strategic plan to serve as a framework for the overall direction of the workforce system. The strategic planning process was developed to maximize input from workforce system stakeholders, create alignment with local plans, and build buy-in and support for the final plan.

2016-2020 Strategic Plan
Attached to the cover sheet is the recommended 2016-2020 Strategic Plan, including an executive summary, acknowledgements, introduction, strategic plan elements (vision, goals and strategies), next steps, and appendices. Appendix A describes the strategic planning process. Appendix B summarizes the themes and input gathered during the planning process, including a summary of the input from the community forums held across the state from July 8 to August 4, 2015.

Strategy 3.3 – Occupational Training
Staff will also present recommendations around increasing resources for occupational skill development and training as part of Strategy 3.3. These recommendations are not attached to this cover sheet and will be provided separately. Staff will lead a discussion with the board to confirm its support for setting a minimum investment in occupation training by the local workforce boards and finalize the language of the strategy.

Recommendation
Staff recommend the OWIB to approve the attached plan and forward a recommendation to Governor Brown to adopt the plan's vision, guiding principles, goals and strategies for the workforce development system.

Oregon Workforce Investment Board

Strategic Plan

2016 – 2020

DRAFT

Table of Contents

Executive Summary 1

Acknowledgments 2

Introduction 4

The Oregon Workforce Investment Board 5

The Workforce Development System 5

The Oregon Workforce Investment Board Strategic Plan 7

VISION 7

GOALS & STRATEGIES 7

Next Steps 13

Appendix A: Strategic Planning Process 14

Appendix B: Themes and Feedback from Stakeholder Engagement 15

DRAFT

Executive Summary

The goal of this strategic plan is to create a road map for the workforce system to capitalize on its strengths, identify and address obstacles, and promote continuous improvement of services through actionable recommendations and guidance.

The OWIB's goals and strategies will provide guidance to local workforce development boards, but are not intended to act as an implementation plan for local services. The OWIB's strategic plan will provide goals on what is to be accomplished, but local boards will determined how the work is done, creating plans that will work for the unique characteristics of each area. The OWIB will provide guidance and access to best practices, and will facilitate connections between local areas and other agencies where appropriate.

This plan identifies four key goals critical to successfully achieving the OWIB's stated vision. Throughout the goals and strategies outlined in this document there are several themes that cross areas, including improving equity, efficiency, and accountability to performance and customer needs. With this focus on accountability, there are several key elements that will be a change for the workforce system as a result of this strategic plan.

- EMPHASIS ON TRAINING – A focus on occupational training will ensure that individuals are developing skills that are directly transferable to a job. The OWIB will require a minimum threshold of funds be spent on occupational training.
- EVALUATING EFFECTIVENESS – As resources become scarcer, it is important to make certain that funds are being spent in the most effective way possible. The OWIB will promote evaluation of program spending through return on investment analysis to monitor effectiveness of spending.
- MONITORING – In another effort to increase effectiveness a focus on monitoring will ensure not only that plans are in place, but they are being carried out successfully. The OWIB will promote accountability through increased monitoring of compliance and performance, producing results that will be shared with the public to promote transparency.
- INCENTIVES AND CONSEQUENCES – To further promote accountability and follow through, the OWIB will promote a system of incentives for successes and effectiveness and consequences for a lack of adherence to policy.

The transformation proposed by this plan will require a set of action steps be outlined to provide a roadmap for implementation. Subcommittees will work to create the action steps that will accomplish each, or in some cases more than one, of the strategies. These action steps will include detailed information on who should be involved, what resources are needed, timelines, and metrics for success.

While the OWIB will share responsibility for implementation with local workforce boards, state agencies and partner organizations, it is necessary to include all of these action steps as a part of the strategic plan to assure coordination of efforts under the OWIB's responsibility to oversee continuous improvement accountability of the system at all levels.

Acknowledgments

Throughout this strategic planning process, a wide variety of partners and stakeholders have given their time and input into casting a vision for Oregon's workforce system and developing of the goals and strategies found in this plan. The creation of this plan would not have been possible without the contributions of these individuals and their represented organizations.

Oregon Workforce Investment Board Members and Staff

Business Representatives

Trygve Bolken
Bend Research
Carrie Chaffee
OUS Federal Credit Union
Maureen Fallt
Portland General Electric
Joni George
CLIMAX Portable Machining & Welding Systems
Jessica Gomez (Vice Chair)*
Rogue Valley Microdevices, Inc.
Bob Halligan
Willamette Valley Company
Charles Hopewell
Sunset Manufacturing Company
Lori Luchak-Olund*
Miles Fiberglass
Ken Madden (Chair)*
Madden Industrial Craftsmen, Inc
Barbara Rodriguez
Sulzer Pumps (US), Inc.
Frank Wall
Plumbing and Mechanical Contractors Assoc.
Joe Weber
ESCO Corp.

Governor's Representative

Elana Pirtle-Guiney*
Office of the Governor

Legislators

Paul Holvey
Representative
John Huffman
Representative
Michael Dembrow
Senator

Representatives of the Workforce

Dave Baker
International Brotherhood of Electrical Workers
Barbara Byrd*
Oregon AFL-CIO
Megan Helzerman*
Clackamas Education Service District
Jeffrey Krolick
Options for Southern Oregon Inc
Matt Millard*
American Fed. of State, County and Municipal Employees
Kathy Oliver
OutSide In

Representatives of Government

Dan Findley
Higher Education Coordinating Commission
vacant
Department of Human Services
Lisa Nisenfeld*
Employment Department

Others Designated by the Governor

vacant
Business Oregon
Jessica Howard*
Portland Community College
Andrew McGough
Worksystems

Local Elected Officials

Alan Unger*
Commissioner
Susan Brown
Commissioner

OWIB Staff:

Melissa Leoni, Board Manager (Melissa.Leoni@oregon.gov)
Katelyn Roberts, Workforce Initiatives Coordinator (Katelyn.J.Roberts@oregon.gov)

DRAFT

Focus Groups, Interviews, and Community Forum Participants

Juan Baez-Arevalo, *Director of Private Postsecondary Education, Higher Education Coordinating Commission*

Abby Bandurraga, *Pathways to Success Program Manager, Oregon Tradeswomen, Inc.*

David Childers, *Chair Emeritus, Technology Association of Oregon*

Wally Corwin, *Vice President Technology, Jeld-Wen Replacement Doors, Inc., East Cascades WIB Treasurer/Secretary*

John Damon, *Senior Vice President Manufacturing and Engineering, Oregon Freeze Dry, Inc.*

Todd Edman, *CEO, Lunar Logic, Lane Workforce Partnership Board Chair*

Tony Erickson, *Chief Operating Officer, Oregon Aero, Northwest Oregon WIB Chair*

Jim Fong, *Executive Director, Rogue Workforce Partnership*

Connie Green, *President, Tillamook Bay Community College*

Marc Goldberg, *Associate Vice President – Workforce Development and Community Education, Portland Community College*

Roberto Gutierrez, *President, Klamath Community College*

Megan Helzerman, *Regional Coordinator for Career and Technical Education, Clackamas ESD*

Jo Isgrigg, *Executive Director, Oregon Healthcare Workforce Institute*

Erinn Kelley-Siel, *former Director, Department of Human Services*

Debra Lindsay, *Director of Workforce Development, Urban League of Portland*

Chip Massie, *Executive Director, Klamath County Chamber of Commerce, East Cascades WIB Chair*

Laura McKinney, *Vice President, Wilsonville at Oregon Tech*

Julia Metz, *Business Services Project Manager, Workforce Investment Council of Clackamas County*

Matthew Millard, *Trainer, Oregon Health Sciences University, AFSCME*

Deb Mumm-Hill, *Director of Student Success, George Fox University*

Mark Lewis, *Director of STEM Education, Oregon Education Investment Board*

Tim Nesbitt, *Chair, Higher Education Coordinating Commission*

James Paulson, *Director of Human Resources, Motivate International, Inc, Worksystems, Inc. Board Chair*

Cam Preus, *President, Blue Mountain Community College*

Laura Roach, *Director of Secondary and Post Secondary Transitions, Department of Education*

Chris Scherer, *President, Oregon Manufacturing Extension Partnership*

Steve Simms, *Administrator, Oregon Apprenticeship and Training Division*

Sereana St. Clair, *Pathways and Articulation Coordinator, Rogue Community College*

Danielle Vander Linden, *Director of Program, Policy & Membership Services, Oregon Rehabilitation Association*

Mike Williams, *former Business Development Officer, Washington and Clackamas County, Business Oregon*

And thank you to all those who participated in community forums across the state in Eugene, Portland, Wilsonville, Salem, Lincoln City, Medford, Redmond, La Grande, and Coos Bay.

DRAFT

Subcommittee Members

**denotes subcommittee chairs*

Barbara Byrd, *Secretary-Treasurer, Oregon AFL-CIO*

Jaime Clarke, *WIOA Specialist (Title II), Higher Education Coordinating Commission*

Bridget Dazey, *Executive Director, Workforce Investment Council of Clackamas County*

Connie Green, *President, Tillamook Bay Community College*

Dan Friess, *Executive Director, Incight*

Bob Halligan, *Director of Manufacturing, The Willamette Valley Company*

Dan Haun, *Policy/Program Development Interim Manager, Vocational Rehabilitation, Department of Human Services*

*Charlie Hopewell, *President, Sunset Manufacturing Co.*

Greg Ivers, *TANF Employment Program Coordinator, DHS Office of Self-Sufficiency*

Dacia Johnson, *Executive Director, Commission for the Blind*

Erinn Kelley-Siel, *former Director, Department of Human Services*

*Jeff Krolick, *Special Projects Director, Options for Southern Oregon*

Donna Lewelling, *Academic & Student Affairs Policy Specialist, Higher Education Coordinating Commission*

Andrew McGough, *Executive Director, Worksystems, Inc.*

Elana Pirtle-Guiney, *Workforce and Labor Policy Advisor, Office of the Governor*

Barbara Rodriguez, *Human Resource Manager, Sulzer Pumps, Inc.*

Chris Scherer, *President, Oregon Manufacturing Extension Partnership*

Al Unger, *Deschutes County Commissioner*

*Frank Wall, *Executive Director, Plumbing and Mechanical Contractors Association*

Jen Senner, *COO, Incite, Inc.*

Jessica Gomez, *Founder and CEO, Rogue Valley Microdevices, OWIB Vice Chair*

Jessica Howard, *Campus President, Portland Community College*

Jim Fong, *Executive Director, Rogue Workforce Partnership*

*Joe Weber, *Vice President of Global Operations, ESCO Mining Division*

Julie Sobel, *Marketing Representative, Oregon Rehabilitation Association*

Karen Humelbaugh, *Workforce Programs Director, Office of Community Colleges & Workforce Development*

Katie Stubblefield, *Director of Youth Impact, Incite, Inc.*

Ken Madden, *Owner, Madden Industrial Craftsmen, Inc., OWIB Chair*

Kendall Lenhares, *Director of Business Engagement, Incite, Inc.*

Kim Fredlund, *Self Sufficiency Deputy Director, Department of Human Services*

Laura McKinney, *Vice President, Wilsonville at Oregon Tech*

Lisa Nisenfeld, *Director, Oregon Employment Department*

Liz Casey, *Deputy Director, East Cascades Workforce Investment Board*

Lori Olund, *President, Mills Fiberglass & Composites*

Marc Goldberg, *Associate Vice President - Workforce Development and Community Education, Portland Community College*

Matt Millard, *Trainer, Oregon Health Sciences University, AFSCME*

Megan Helzerman, *Regional Coordinator for Career and Technical Education, Clackamas ESD*

Samantha Julian, *Assistant Director, Business Development, Business Oregon*

Susan Brown, *County Commissioner, Curry County*

Trina Lee, *Director of Vocational Rehabilitation, Department of Human Services*

Bill Rosholt, *Executive Director, Eastern Oregon Workforce Investment Board*

Debra Derr, *President, Mt. Hood Community College*

Brad Tucker, *Intern Coordinator, Climax Portable Machining & Welding Systems, Inc.*

Jason Morrow, *Peer Support Specialist, Marion County Mental Health*

Lindsay Moussa, *Workforce and Labor Policy Assistant, Office of Governor Kate Brown*

Ruth Miles, *Small Business Advocate, Office of the Secretary of State*

Frank Brown, *Workforce Project Manager, Oregon Employment Department*

Mike Williams, *former Business Development Officer, Business Oregon*

Brenda Brooks, *Deputy Director, Youth Development Council*

Tom Previs, *Manager Business and Employment Services Operations, Oregon Employment Department*

Jordana Barclay, *Workforce Initiatives Project Manager, Oregon Employment Department*

Jim Pfarrer, *Division Director, Business and Employment Services, Oregon Employment Department*

John Radich, *District Manager, Department of Human Services*

DRAFT

Introduction

The Oregon Workforce Investment Board

The Oregon Workforce Investment Board (OWIB) is the overall advisory board to the Governor on workforce matters. Appointed by the Governor under the Workforce Innovation and Opportunity Act, the OWIB is made up of leaders representing private business, labor, community-based organizations, Oregon legislature, local government, and state agencies. The majority of the 34 member board represent business.

MISSION

The Oregon Workforce Investment Board advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by:

- Aligning state workforce policy and resources with education and economic development;
- Promoting a proactive, flexible and innovative talent development system; and,
- Holding the workforce system accountable for results to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

One of the primary duties of the OWIB is to assist the Governor by developing a strategic plan for Oregon's workforce development system. This system provides a wealth of services including job placement and training for youth and adults, employment-related services for veterans, people with disabilities, migrant farm workers, limited English speakers and other Oregonians in need of special assistance. The system also serves employers by providing job listings and qualified applicants, as well as testing, screening, and labor market information.

The Workforce Development System

When we use the term “workforce development system” we are referring to the group of agencies in the State of Oregon that provide workforce services to Oregonian individuals and businesses. Offering a variety of services across these agencies, the workforce system has two primary customers:

1. Job seekers/working learners, including a) youth and young adults ages 14-24; b) adults transitioning from unemployment, dislocation, or public assistance to employment; and c) current workers
2. Businesses seeking qualified candidates for job openings and partnering on solutions for economic and workforce challenges.

There are several agencies that contribute oversight, resources, and programming to the workforce development system. At the State level, this includes:

- Oregon Employment Department (OED)
- Oregon Commission for the Blind (OCB)
- Department of Humans Services (DHS)
- Higher Education Coordinating Commission (HECC)
- Bureau of Labor and Industries (BOLI)

Each of these agencies oversees and/or provides investment in programs that are delivered locally through an additional layer of agencies and organizations, including:

- Local Workforce Development Boards
- Community Colleges
- Oregon Commission for the Blind
- WorkSource Oregon Centers
- Department of Human Services

The role of the OWIB is to convene these agencies, provide oversight to the system, and promote alignment and integration of services and resources to provide effective solutions to businesses and individuals for their workforce needs.

Other state agencies and local organizations are also key workforce system partners. These entities, while not under the oversight of the OWIB, include the state Department of Education, Business Oregon, universities, local school districts, educational service districts, organized labor, local economic development organizations, community-based organizations, businesses and business or trade associations.

The workforce system is guided by a set of principles that serve as an identification of the values that should transcend all work of the system, through this strategic plan or otherwise.

GUIDING PRINCIPLES

The guiding principles identify core or foundational values for the workforce development system that will be used as a lens for evaluating the goals, strategies and actions.

- Customers of the workforce system include both businesses and individuals (job seekers, working learners and youth).
- Data, including customer input, drives continuous improvement and accountability of the system.
- The state supports local decision-making to achieve the OWIB's vision and goals.
- Strategies are business-led, demand-driven and benefit all customers.
- Customers have access to a simple, flexible and streamlined system.
- System agencies and organizations are agile and nimble to respond to customer needs.
- The system promotes equity and strives to reach equitable outcomes, including but not limited to addressing the unique needs of families in poverty, communities of color, and rural communities.
- Collaboration within the workforce system and with other policy areas occurs between state agencies, through sector strategies, and at the local and regional level.
- Investments and decisions are results driven, not program-driven, to optimize long-term results for clients served, build a strong economy and achieve the state's goals.
- The system adopts tools and promising practices from other states or communities rather than creating new ones, whenever appropriate.
- The workforce system targets investments to high-wage, high-demand occupations in sectors where the opportunities are the greatest.

The Oregon Workforce Investment Board Strategic Plan

The vision statement is an ideal guidepost that depicts what the state of Oregon and its economy will look like if the OWIB is successful in achieving its goals.

VISION

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

GOALS & STRATEGIES

GOAL 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

Strategies:

1.1 | Create a framework for effective partnering within the workforce system.

1.2 | Align and leverage resources (data, funding, capacity, etc.) to collectively impact common outcomes and reward collaboration.

1.3 | Build accountability mechanisms focused on results.

1.4 | Build a solution-driven (vs. program-driven) culture.

1.5 | Market coordinated system services and unite communications and information sharing among workforce, economic development and education.

Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.

Strategies:

2.1 | Create a sustainable framework for locally-driven sector partnerships to understand, anticipate, and respond to the needs of business and industry.

2.2 | Foster positive perceptions in business and industry about the workforce system.

2.3 | Actively communicate the coordinated services of economic development, workforce and education services to business and industry.

Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

Strategies:

3.1 | Actively reach out and engage customers, especially target populations, about education, training, employment, and entrepreneurial opportunities.

3.2 | Empower Oregonians with the access, knowledge, tools, and resources to launch and accelerate career momentum, including information on local in-demand skills and careers.

3.3 | Increase resources for occupational skill development and hold local workforce boards to a minimum investment in occupational training, which shall be established by the state board in local plan guidance.

3.4 | Rethink and restructure training and skill development to include innovative and effective work-based learning and apprenticeship models and to accelerate training.

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

Strategies:

4.1 | Create pipeline plans, as part of Oregon's sector strategy approach, to connect in-school and out-of-school youth to opportunities in local sector partnerships.

4.2 | Pursue additional resources to support local initiatives in both rural and urban communities.

4.3 | Provide technical assistance and/or incentives to support adoption and expansion of work-based learning, apprenticeships, and internships.

4.4 | Build partnerships to increase exposure to job and career opportunities and better connect school to work.

DRAFT

Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

The State of Oregon has cultivated a strong workforce system which provides a solid foundation for further collaboration to promote improved customer service and increased effectiveness. Creating a streamlined, collaborative workforce system is the number one goal within this strategic plan because it directly affects the success of all other goals the OWIB pursues. If the system is not aligned, easy to navigate, and focused on the customer, all other efforts to improve our services will be less effective.

Strategies

1.1 Create a framework for effective partnering within the workforce system.

A framework for partnering will put processes in place for state agencies, local boards and other workforce organizations to work together and better understand each other's services. This process will help to underline current policies that both help and hinder collaboration and will inform future policymaking decisions to support integration.

1.2 Align and leverage resources (data, funding, capacity, etc.) to collectively impact common outcomes and reward collaboration.

Achieving more effective partnering will allow state and local workforce organizations to leverage resources, whether those be in the form of data, funds, or staff. As resources become scarcer, partnering will help to stretch them further to impact the outcomes of all participating organizations.

1.3 Build accountability mechanisms focused on results.

Policies, processes, and funding decisions are only effective if they are followed or used properly. A theme of this strategic plan is to increase accountability to these things to focus on results. The OWIB will lead efforts to design and enforce mechanisms for accountability to ensure that investments are used wisely and programs are serving customers effectively, and to address shortfalls to make improvements.

1.4 Build a solution-driven (vs. program-driven) culture.

A solutions-driven culture is one that starts plans with an end goal in mind. It focuses on the customer and seeks to understand their needs before deciding how to provide programs that will help to meet them. The workforce system has a lot of programs in place and is governed by federal law that could make it easy to turn to a program-driven culture, simply following the letter of the law and not thinking outside the box to meet the unique needs of the customer. The goal of this strategy is to ensure that does not happen and state agencies and local boards continue to hear from their customers and adapt programs to meet their needs.

1.5 Market coordinated system services and unite communications and information sharing among workforce, economic development and education.

A system with uncoordinated services is very difficult for a customer to navigate. If the system markets services in a coordinated way, customers can come to one place and understand how to get the services they need without needing to understand the ins and outs of how it will happen. This is true for all services within the workforce system, but also for collaborating with economic development and education. For many customers, services from more than one or all three of these areas will be needed to reach a

successful outcome. A system is best coordinated and most effective when all partners understand each other's services and communication paths are clear and well utilized for a seamless customer experience.

Goal 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates.

The second goal focuses on the business side of the workforce system's customer base. Businesses need an available workforce that is trained not only in the occupational skills required to do the job, but also in the employability skills necessary for candidates to be viable in the job market.

Strategies

2.1 Create a sustainable framework for locally-driven sector partnerships to understand, anticipate, and respond to the needs of business and industry.

Business-led sector partnerships present a great opportunity to convene industry representatives and partner agencies and organizations to work to understand the collective needs of businesses in an industry. These conversations about common needs can identify common solutions that may be targeted to impact businesses on a wider industry basis, such as training programs for candidates, incumbent worker training, or various operational support programs. While these partnerships occur locally, the OWIB will create a framework to provide guidance or a road map to successful sector partnerships based on current efforts and best practices, potentially facilitation coordinated strategies between regions.

2.2 Foster positive perceptions in business and industry about the workforce system.

In order to maximize utilization of the services available to businesses, the workforce system needs to be seen as a trusted partner for meeting workforce needs. Greater utilization requires awareness of two different kinds – first, that businesses know the services exist, and second, they can see that they are effective. To increase awareness and visibility, local boards must be active in the community with other partners and at the table for any collaborative efforts. If progress is made toward Goal 1, increased accountability and collaboration and a focus on positive solutions will increase the effectiveness of the services that are available. This commitment to effective services and achieving results is a critical step to ensuring positive perceptions among business and industry.Boards should communicate success stories of businesses that have received benefits from workforce services.

2.3 Actively communicate the coordinated services of economic development, workforce and education services to business and industry.

Workforce development, economic development, and education and training providers all offer tools to serve businesses. To effectively provide these services, all of these organizations must be coordinated to ensure a seamless experience for business customers. When a business needs assistance, they do not need to know all of the work it takes behind the scenes from different organizations to make it happen. If communication is coordinated, the business will be able to have a clear message on what is available and how to get services. The OWIB will create a framework for this at the state level by ensuring coordination and collaboration with other state level boards and agencies providing workforce, economic development, and education services.

DRAFT

Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

The third goal focuses on the jobseeker side of the customer base. In order to increase the opportunity for employment, jobseekers must be prepared with in-demand skills, or those that are currently needed by business and employers locally. Matching training opportunities to the needs of local employers will allow the workforce system to present jobseekers with more opportunities, and employers with more viable candidates to choose from. Focusing on demanded occupational skills can also allow jobseekers to get a first step toward a larger career pathway and to accelerate the process of advancement.

Strategies

3.1 Actively reach out and engage customers, especially target populations, in education, training, employment, and entrepreneurial opportunities.

To maximize the number of individuals taking advantage of the services offered, the workforce system should be proactive about engaging customers who are not already aware of the options available. Workforce and partner staff should also be fully informed on the full menu of services provided by all partners to be able to offer guidance and additional information to current customers.

3.2 Empower Oregonians with the access, knowledge, tools, and resources to launch and accelerate career momentum, including information on local in-demand skills and careers.*

Instead of prioritizing customer choice or job placement over the needs of businesses and the available individual career paths, the workforce system should combine these efforts by helping individuals understand their options within the local economy and opportunities for advancement. This allows individuals to think beyond just getting a job and focus on taking a step toward a sustainable, lifelong career.

**In-demand skills are those that are currently needed by local businesses and employers.*

3.3 Increase resources for occupational skill development and hold local workforce boards to a minimum investment in occupational training, which shall be established by the state board in local plan guidance.

Funds should be prioritized for occupational training that gives people the tools that they really need to work in local businesses. By establishing a minimum requirement for funds spent on occupational training, the OWIB is promoting accountability to ensure that the workforce system is truly supporting services that benefit both jobseekers and local businesses. This minimum threshold will be revisited each year of this strategic plan to adjust to the environment of the workforce system.

3.4 Rethink and restructure training and skill development to include innovative and effective work-based learning and apprenticeship models and to accelerate training.

Effective training often must go beyond classroom training to address all types of learners and provide hands-on experiences. Work-based learning and other innovative strategies that can help individuals understand more clearly what it is like to work in a certain industry or company are important to both improve learning outcomes and to help individuals with career exploration.

DRAFT

Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

During the stakeholder input activities throughout the strategic planning process, there was an overwhelming theme identifying youth as an important target population for the strategic plan. Recognizing that the current youth population is tomorrow's workforce, this goal focuses on providing opportunities, in partnership with business and education, for young people to experience and understand the local economy to inform their future careers.

Strategies

4.1 Create pipeline plans, as part of Oregon's sector strategy approach, to connect in-school and out-of-school youth to opportunities in local sector partnerships.

While some activities of sector partnerships will focus on meeting the immediate needs of the industry, to ensure that the future workforce is also prepared, sectors must take into account the youth population. As new and existing sector partnerships are being launched or expanded throughout the state, a plan is needed to ensure a focus is kept on the emerging and future workforce and that young people are informed about and connected to the strong industries in their communities.

4.2 Pursue additional resources to support local initiatives in both rural and urban communities.

As resources become scarcer from federal and state sources, it is important to make sure that a strong menu of youth services isn't lost. The OWIB will support local areas in pursuing additional resources for maintaining current initiatives and implementing new and innovative programs that engage and provide work experiences for youth.

4.3 Provide technical assistance and/or incentives to support adoption and expansion of work-based learning, apprenticeships, and internships.

While the OWIB does not directly provide services to businesses or individuals, it will be a resource for technical assistance, making connections between local areas, and sharing best practices related to various work-based learning initiatives. When possible and if funds are available, it will prioritize incentives for programs that provide these experiences for youth.

4.4 Build partnerships to increase exposure to job and career opportunities and better connect school to work.

Partnerships with businesses and schools are essential to ensuring young people are exposed to local career options and are able to see real-world applications of what they are learning in school. The OWIB will work to make these connections at the state level and to share best practices from across the state and country on how to make these partnerships successful and address any of the obstacles that typically exist when trying to provide youth work experiences.

Next Steps

Action Steps and Implementation

Even though goals and strategies have been identified, the planning process is not complete. The OWIB will organize strategic planning subcommittees to define the next section of this strategic plan – the section that addresses, *"Now what do we do about it?"*

Each of the strategies outlined in the previous section will be accompanied by actions that outline the steps the OWIB needs to take to accomplish its goals. Because a system is more than a collection of silos, some action items have been designed to address multiple goals and strategies. Each action step will include several elements:

- A Description of the Action to be Taken
- OWIB Member Champion
- Parties with Implementation Responsibilities
- Resources Required for Implementation
- Timeline for Implementation
- Anticipated Outcomes
- Metrics to Measure Progress and Results
- Consequences of No Action

After all of the action steps are planned, including timelines and necessary partners, they should fit together to build a timeline and a clear roadmap for implementation. It is important to be realistic and assign priority among the action steps, to create a critical path for implementation success. After the implementation timeline is completed it will serve as a guide not only for carrying out the strategic plan, but also tracking progress and reporting back to the full OWIB and Executive Committee.

DRAFT

Appendix A: Strategic Planning Process

Based on the OWIB's desire to create a planning process that was as inclusive of as many stakeholder groups as possible, work began on creating a new strategic plan in May 2015. The OWIB chose a process that was highly interactive and focused on input from a variety of stakeholders across the state to ensure buy-in and ownership from those who will share responsibility for implementing the plan's recommendations.

The process was kicked off with a board meeting focused on the OWIB's mission, vision, and focus areas. The board discussed the purpose and values of its work to begin identifying concepts and language for new or revised vision and mission statements. The board also began discussing some of the top priorities for the workforce system and identifying some of the broader themes across these ideas.

To align with the board's desire to include a high volume of input, focus groups and interviews were held to gather feedback from a variety of stakeholders, including businesses, education and training providers, local workforce boards, economic development, labor organizations, community-based organizations, and other partners in the workforce system. Representatives were asked a series of questions based on their stakeholder groups, ultimately culminating in feedback on areas of strength and opportunities for improvement within the workforce system.

Upon gathering the board's input and that of its stakeholders, themes were identified, and four subcommittees were formed to drive the next step in the planning process. Subcommittees were made up of OWIB members as well as other interested partners and subject matter experts. Each committee met twice to review the input and begin formulating goals and strategies.

After the first draft of the subcommittees' goals and strategies was created, community forums were held in each of Oregon's nine local workforce areas to react to the draft and provide further input on the direction of the strategic plan. Valuable information was gathered from across the state and incorporated into the goals and strategies through staff, consultant, and further subcommittee work.

The mission, vision, goals, and strategies that you will find in this document are a reflection of this highly interactive input and review process.

DRAFT

Appendix B: Themes and Feedback from Stakeholder Engagement

Focus Groups

During the week of June 1, 2015, focus groups were held with four stakeholder groups – Business and Industry, Community-based Organizations and Labor, Education, and Local Workforce Board Representatives. Each group was asked a similar, but tailored set of questions, the themes of which revolved around two questions, 1) what is the workforce system doing well? and 2) what are opportunities improvement or advancement of the workforce system? Some of the common themes and key pieces of input from each focus group are found below.

Business and Industry

What is the workforce system doing well?

Local workforce boards are running many successful programs across the state.

Providing levels of training that are hard to find or not offered in other places; e.g. some remedial training, basic skills, employability skills.

Good source to refer employers to when looking for a specific skill or kind of worker.

What are opportunities improvement or advancement of the workforce system?

Not everyone is aware of successes of programs around the state. Advertise successes and best practices to promote the system.

Partner with economic development to make staff fully aware of all the workforce services available to promote when making field visits.

Goals must be aligned at the higher policy level to make sure all partners are able to work toward the same thing.

Focus on training that crosses industries to provide the most opportunities for jobseekers.

Need to increase flexibility to make sure services are demand-driven, not program-driven.

Community-based Organizations and Labor

What is the workforce system doing well?

Variety and quality of services provided are good.

Effective in pulling industries together and learning needs. Sector strategies have – in places they are established – and will enhance this.

What are opportunities improvement or advancement of the workforce system?

Many people have to "happen upon" the system. It could serve more people if it were more well-known. The system should have clear access points for both customers and partners. There are inconsistencies between boards and branches that exacerbate this. Clear messaging would be very helpful.

More industry-wide training mechanisms.

DRAFT

Increased focus on wrap around services.

More focus on special populations. For this expansion, all staff need to be trained on the unique needs of other target populations to be able to better serve anyone who walks through the door.

Identify other providers in the area and include them in planning and strategic conversations.

Education

What is the workforce system doing well?

Collaboration and convening. Workforce development is a trusted partner.

Looking to the future. The workforce system and other partners are focused on celebrating successes and moving forward with what we have, not looking backward.

Strong labor market and employer data and analysis. Having dedicated LMI staff in each region is a huge advantage.

Ability to have different designs for programs across the state to meet needs.

What are opportunities improvement or advancement of the workforce system?

There are a lot of opportunities for distance education. This will be a partnership between the workforce system and education entities.

More opportunities to bring workforce development into education conversations with employers, especially in CTE. This will be easier/promoted through sector strategies.

Youth strategies were mentioned throughout stakeholder engagement. Continued and enhanced partnerships with education entities will help to reach a younger population and build a pipeline.

Leverage interactions with industry to share information and reduce duplicative conversations.

Local Workforce Board Representatives

What is the workforce system doing well?

Empowering local boards to utilize strategies that are tailored to each region. The OWIB can be a guidance and support structure for local boards, providing a vision, best practices, and sharing information, but leaving the “how” to the locals.

The last strategic planning process was useful in that it was specific on outcomes, but loose on how to achieve them.

Guidance and support in chartering new boards. The State staff were very helpful throughout this development process.

What are opportunities improvement or advancement of the workforce system?

The more boards can be consistent across the state, at least in face value, the stronger they will be for customers. This can refer to messaging, awareness, and also the services offered.

Tools could be more flexible to be able to truly meet an employer’s needs when they request services.

DRAFT

There is potential to create a ROI model that is consistent for programs across the state.

Would like to see the OWIB as educators on WIOA and the workforce system. Visuals or diagrams of all the programs and services would be helpful.

Interviews

One-on-one interviews were held with a variety of stakeholders representing business, partner agencies and organizations, apprenticeship programs, education associations, community colleges, and local workforce boards. Like the focus groups, each individual was asked questions specifically tailored to his or her position, but the overarching themes revolved around two questions, 1) what is the workforce system doing well? and 2) what are opportunities improvement or advancement of the workforce system? Some of the common themes are found below.

What is the workforce system doing well?

Collaboration is a strength. There is a strong referral process between many programs and there is good communication. Some local areas have great models for these partnerships that could be shared to other areas and adapted.

Empowerment is given to the local boards, which makes partnerships and collaboration easier.

Availability and communication of workforce data. The workforce system shares high quality data on state and local workforce trends and employer needs with partners.

Promoting sector strategies. These are in the beginning stages in many areas, but the efforts to promote them are increasing the communication and collaboration in serving industries. Partnerships will be outlets for business engagement in workforce strategies, including apprenticeships.

Support for the rollout of the new boards was strong. The State provided a lot of guidance and support that made the process as smooth as possible in new areas.

What are opportunities improvement or advancement of the workforce system?

Workforce system is under-known and under-appreciated. There is an opportunity for increased awareness through common messaging and promotion. This will increase the ease of access. Messaging should also be created reflecting the language of business, not government.

Increased focus on youth strategies. There is an opportunity for this across the board, educating youth on local opportunities and providing more work experiences.

Utilize technology to connect different areas of the state, or even within individual areas that cover a larger footprint, for better communication and program collaboration where possible.

Apprenticeships should be included as a vital part of the workforce system, not just a tool that is available.

Increase flexibility for boards to meet the needs of customers, including customized training for specific employer needs and timelines.

Further alignment of K-12, post-secondary education, and workforce development. Workforce can be the connection of these education entities to business and industry.

Technical assistance and information sharing to the local boards. This can be both on the program side through sharing best practices, or on the technical/legal side to help boards make sure they are in compliance. Technical assistance and facilitating connections between local boards will help build capacity in smaller areas with fewer staff.

Community Forums

Between July 8 and August 4, 2015, the Oregon Employment Department and Oregon's nine Local Workforce Boards co-hosted a series of Workforce Development Community Forums. These meetings were held in Eugene, Portland, Wilsonville, Salem, Lincoln City, Medford, Redmond, La Grande, and Coos Bay. The purpose of the forums was to gather feedback from businesses, service providers and other stakeholders regarding the draft goals of the Oregon Workforce Investment Board's strategic plan, and to assist Local Workforce Boards in development their subsequent strategic plans. Over 450 individuals participated in the forums statewide.

The Oregon Workforce Investment Board's (OWIB) sub-committees had developed four draft strategic goals. They were:

1. Create a simple, easy to access, demand-drive workforce system that inspires and empowers all Oregonians to build skills and accelerate career momentum.
2. Business and industry looks to the Oregon workforce system to deliver relevant, qualified and viable candidates.
3. To unite workforce, economic development and education to contribute to a thriving business economy in Oregon.
4. To create a workforce system that is customer-centric, easy to access, highly effective, and simply to understand.

During the forums, one of the questions asked of participates was, "What do you think of these goals?" Responses were generally consistent and can be summarized as follows:

- The goals are similar to each other and have significant overlap, especially goals 1 and 4, and goals 2 and 3.
- The goals need to be clear enough in specificity that you can know if you have been successful in achieving them.
- Goal 1 is good, but too large and complex. Consider breaking it into two goals, or move parts of goal 1 to goal 4.
- Goal 3 seems like the "lead" goal and should be first.
- There needs to be a goal specifically addressing youth.
- Goal 3 needs to include "business" or "employers" as a partner in building a thriving business economy.

While some variations in timing and agenda were made to account for local needs, all the forums included a brief presentation that included the findings from the 2014 Future of WorkSource forums, changes made in the workforce system in the previous year, a summary of legislative and state agency actions taken during the past year, and a brief description of key elements of the new federal Workforce Innovation and Opportunity Act. Following the presentation, participants were asked to select one of the OWIB draft goals and answer the

question, "What will be different in five years?" Within the ideas generated, table groups were then asked to identify the one or two ideas that were most compelling and necessary or needed to be accomplished first. A summary of responses includes:

Goal 1: Create a simple, easy to access, demand-drive workforce system that inspires and empowers all Oregonians to build skills and accelerate career momentum.

Partnerships need to be large and inclusive and include greater involvement of business and education, especially K-12. Shift the perception of WorkSource as a "crisis center" to include more highly skilled jobs and job seekers with services relevant to their needs.

Available resources include a wide array of federal, state, and local assistance programs that focus on removing barriers and not just building skills. Services are available 24/7 including simple on-line tools and apps with single sign-on and common assessments across programs. Learning is integrated with career pathways and OJTs are abundant and begin earlier, including in K-12.

Utilize faith-based organization's facilities for workforce services as they are locally distributed, have established trust relationships with the community, and are available during the week.

Goal 2: Business and industry looks to the Oregon workforce system to deliver relevant, qualified and viable candidates.

The workforce system is the resource of choice for businesses looking for qualified candidates. It is the "go to" place for workforce solutions. All workforce agencies and partners speak to business with one voice and the resources and value of the system are better marketed. Employers have resources and funding to train their employees and invest money and time in the development of current and future workers through job training and internships.

The workforce system better understands employer needs on a statewide basis and from an individual employer perspective with increased clarity on the necessary employee skills sets and training required. Employer needs are captured through onsite visits, networking, and developing relationships through a consultative approach. Employers have clearly identified their needed skills and hire employees with the skills that match their need. There is a focus on the retention of businesses.

There is a continuum for developing skills starting in middle and high school and a link of skills to careers, especially in STEM. Intergenerational mentoring is a standard practice. Flexible training options are responsive to business needs and the economy, with an innovative approach to where the training takes place.

Data drives investments, continuous improvement, and accountability.

Goal 3: To unite workforce, economic development and education to contribute to a thriving business economy in Oregon.

System partners support each other's success, avoid duplication of efforts, and know what strengths each brings to the table. A strong, forward-thinking relationship exists between each local business community and their workforce system. There is stronger alignment with economic development.

DRAFT

Oversight of the workforce system by a single state agency facilitates transition from secondary education, earlier contextualized learning, and vocational programming for high demand occupations with business/industry involvement. All partners operate under a common brand. Marketing happens with straightforward plain language that the general public understands.

Increased awareness and connection between employers and the system includes high schools, community colleges and economic development with a stronger alignment between K-20 and the needs of business. There are more volunteer, internship, and on-the-job training opportunities available, especially for youth. There is increased awareness and engagement with career counselors and increased focus on youth employment and connections to apprenticeships, volunteer opportunities, internships, OJTs and paid and unpaid work based learning. High school workforce programs focus on "earning and learning" and are connected to the talent needs of business. Digital badges certify soft skills.

Planning includes all partners and is proactive. A ten-year forecast includes anticipated skill needs. Use best practices, get "in front" of the economic cycle regarding demand for education and workforce services.

Fewer or looser regulations encourage business to grow and thrive. The system has more certainty around funding, and is technically streamlined.

Goal 4: To create a workforce system that is customer-centric, easy to access, highly effective, and simply to understand.

There is clarity at the state level on expectations, coordination, alignment, resource sharing and service delivery. Integration and adaptability focus on meeting business and job seeker needs rather than individual services and programs. Employers have an increased perception of the value of the system, and are willing to be more engaged. There are incentives to work together.

The workforce system will have a simple registration process. It will be simple to use for both businesses and job seekers and have multiple access points through the use of technology. Multiple entry points serve as a launch pad for job seekers with little or no experience. Highly knowledgeable staff provides seamless services to job seekers and employers. Technology and personnel facilitate individualized outcomes for business and job seekers. A single data system across agencies allows staff to have a complete picture of the customer.

Focus on continuous process improvement with better customer feedback systems and a customer-based interactive navigation system.

Conclusion

Participants in the nine forums provided valuable feedback on each of the OWIB's four draft strategic goals. The feedback and input also creates a compelling picture of a potential future at the state and local level. Sufficient detail is provided to aid both state and local planning efforts and to drive necessary and positive change that better serves employers and job seekers alike. While the information provided in this Executive Summary is a high level report of the feedback provided, the Comprehensive Report provides even greater detail and description of how those stakeholders in the system see the possibilities of the future.

DRAFT

Agenda Item 6

Workforce System Budget – Part I

Purpose
The purpose of this agenda item is brief the board on the workforce system budgets for two of the core programs under the Workforce Innovation and Opportunity Act (WIOA) and to make a recommendation to Governor Brown on the use of:

1. Wagner-Peyser 7(b) funding for programs and functions at the Oregon Employment Department (OED) and
2. WIOA Governor's Reserve funds.

At the July OWIB meeting, the board heard and discussed the Wagner-Peyser 7(b) and Governor's Reserve recommendations, but lacked a quorum to take official action. An informal poll of members present supported both recommendations. At the September OWIB meeting, staff will show these recommendations in the context of a more complete budget and request formal action on the recommendations.

Workforce System Budgets
Attached to this cover sheet is an overview of the Title I (Adult, Dislocated Worker, and Youth) and Title III (Wagner-Peyser) budgets for the 2015 program year (July 1, 2015 – June 30, 2016).

Wagner-Peyser Section 7(b)
Under the Wagner-Peyser Act, funding is provided for the national employment system and national employment statistics system. The U.S. Department of Labor manages these grants. This year the total Wagner-Peyser allotment to Oregon is $8,093,850.

Under Section 7(b) of the Wagner-Peyser Act, ten percent of the sums allotted to each state shall be reserved for use by the Governor of each such state to provide:

- Performance incentives for public employment service offices and programs
- Services for groups with special needs
- The extra costs of exemplary models for delivering employment services, and models for enhancing professional development and career advancement opportunities of State agency staff.

Over the past 15 years, Section 7(b) funds have been used to:

- Provide services to OWIB and LWIBs, for occupational and career information for job seekers and others, special reports, special surveys (e.g. the quarterly vacancy survey), and customized data at the regional/area levels.
- Provide the Oregon Career Information System (CIS) and other materials for job seeker use in the career resource areas.

- Provide Community Development Grants / Contracts to each local area to support:
    - Customer service improvements
    - Employment and re-employment of Oregonians
    - Vocational, technical and/or professional training
    - To leveraging funds for projects that might not otherwise be available
- Improve facilities of a comprehensive WorkSource center.
- Develop and deliver marketing-related activities for WorkSource Oregon.

The 2015 Governor's reserve of Wagner Peyser 7(b) is $809,385. Staff recommend the OWIB approve a recommendation to the Governor on the proposed allocation to support the following costs and activities:

Wagner Peyser 7(b) PY 2015	**FTE**	**Dollars**
Workforce System Analysis and Special Projects	5	$739,888
Career Information System (CIS) and Mobile Technology		$69,495
Total	**5**	**$809,383**

- Continuing to fund the Employment Department's portion of the Career Information System (CIS).
- Funding mobile technology within the WorkSource Oregon Centers to ease both customer experience and staff use of time.
- Developing one or more special reports, on topics mutually agreed on between the Governor's Office and OWIB, in consultation with local boards and the agency.
- Designing and publishing a new product to help Oregon's low-wage workers better understand the types of jobs, training, and education that can help them move into higher-wage occupations, with a particular focus on helping them get off public assistance.
- Continuing the quarterly vacancy surveys; publishing results and analyses for Oregon statewide and for each of the local workforce areas.
- Updating the *Occupational Prioritization for Training* model to incorporate new employment projections and new wage information; providing analysis and technical support to Oregon's local workforce boards and other customers as they interpret and use this information in their planning.
- Developing a new online tool -- *Local Industry Profiles* – designed to meet the workforce and economic information needs of businesses in each of Oregon's local workforce areas.
- Continuing analysis of employment and wage records.

WIOA Governor's Reserve

In May, Oregon received its annual allotment from the U.S. Department of Labor for Adult, Dislocated Worker, and Youth programs. The majority of the funding is required to go to Local Workforce Boards (LWBs) via formula, which is based on employment and economic data at the county level. Prior to the local formula being applied, the state is allowed to reserve:

- 5% of the total funding for Administration
- 10% of the total funding for a Governor's Reserve
- 25% of the Dislocated Worker funding for Rapid Response/Pre-Layoff services

During the May board meeting, the OWIB recommended the Governor maintain the same total dollar amount of funding to the LWBs as last program year's local allotments, thereby reducing the state reserve . The Governor accepted this recommendation. Therefore, the 2015 Governor's Reserve will be reduced by 22% ($1,888,798) and total the following:

- 5% of the total funding for Administration ($1,704,933)
- 10% of the total funding for a Governor's Reserve ($2,888,309)
- 15% of the Dislocated Worker funding for Rapid Response/Pre-Layoff services ($2,050,860)
- Total 2015 Governor's Reserve - $6,644,102

The Governor's Reserve is used for both required (by federal law, state legislation, and budget notes) and allowable activities. Last year, required activities utilized 76.5% of the total Governor's Reserve. The remaining funds were used on strategic initiatives endorsed by the Governor and OWIB, including:

- Governor's Office Staffing
- Career Information/Labor Market information at WorkSource Oregon Centers
- Support and leadership to LWBs, including assistance moving to the board versus service provider role
- New LWB chartering, planning, and technical assistance
- Certified Work Ready Communities
- Initial Sector Strategies convening

Staff recommend that the board accept and recommend that the Governor approve the attached budget. This budget maintains a total distribution of $27,454,587 to the LWBs. It also supports the personnel services, services and supplies, and other costs of the following required activities (totaling $4,767,295):

- Evaluation of Activities
- High Concentrations of Eligible Youth
- Performance Incentives
- Rapid Response
- Governor's Office Policy Advisor
- EEO Coordinator
- OWIB
- WIOA Auditor
- Career Information System (CIS) Connections for Centers

Allowable activities would then be funded at $1,864,000 and include:

- Initial Skills Review
- ACT-NCRC
- AFL-CIO Labor Liaison
- Administration for Projects
- Oregon Workforce Partnership Support and Leadership
- Dues for the National Governors' Association
- Local Board Support (non-state)
- Strategic Planning for Local Boards

Youth projects, incumbent worker projects and strategic initiatives will continue to remain unfunded as they were in last year's approved budget.

Recommendation

Staff recommend the board approve the recommended spending plans for the Wagner-Peyser 7(b) and WIOA Governor's Reserve funds and recommend their approve to Governor Brown.

Total HECC/CCWD and OED Investments 2015 (ANNUAL)

Local Workforce Investment Boards (by counties)	2015 Formula Funds	% of Total (Formula)	Total Board Support	OED Investment (Wagner Peyser & SEDAF)	Local Board Competitiveness Strategies	Back to Work Oregon (OJT)	Total Annual Investment per WIB 2015
Washington, Multnomah, City of Portland	$ 7,763,443	28.28%	$ 265,125	$ 8,977,735	$ 1,477,167	$ 1,092,000	$ 19,575,470
Marion, Polk, Yamhill, Linn	$ 4,626,705	16.85%	$ 157,969	$ 5,661,718	$ 104,854	$ 464,100	$ 11,015,346
Benton, Lincoln, Clatsop, Columbia, Tillamook	$ 1,676,550	6.11%	$ 161,448	$ 2,422,561	$ 64,579	$ 67,200	$ 4,392,338
Lane	$ 2,566,468	9.35%	$ 87,657	$ 2,896,740	$ 76,729	$ 191,100	$ 5,818,694
Jackson, Josephine	$ 2,540,195	9.25%	$ 86,719	$ 1,946,503	$ 76,354	$ 233,100	$ 4,882,871
Clackamas	$ 2,242,184	8.17%	$ 76,594	$ 2,125,063	$ 72,304	$ 317,100	$ 4,833,245
Coos, Curry, Douglas	$ 1,653,235	6.02%	$ 160,604	$ 2,112,682	$ 64,242	$ 50,400	$ 4,041,163
Crook, Deschutes, Gilliam, Hood River, Jefferson, Klamath, Lake, Sherman, Wasco, Wheeler	$ 2,870,821	10.46%	$ 98,063	$ 3,064,750	$ 80,892	$ 69,300	$ 6,183,826
Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, Wallowa	$ 1,514,990	5.51%	$ 155,823	$ 2,978,569	$ 62,329	$ 14,700	$ 4,726,411
Total	$ 27,454,591	100.00%	$ 1,250,002	$ 32,186,321	$ 2,079,450	$ 2,499,000	$ 65,469,364

This spreadsheet only reflects WIOA Title I Adult, Dislocated Worker and Youth funding and OED labor exchange funding (WIOA Title III Wagner-Peyser and SEDAF - Supplemental Employment Department Administrative Funds). The matrix does not include the following funding: OED Research, Unemployment Insurance, central office and shared services or reserve funds. Other funding that is not included is the other two titles of WIOA, Title II Adult Education and Literacy and Title IV Vocational Rehabilitation, along with Temporary Assistance for Needy Families (TANF) Job Opportunities and Basic Skills (JOBS), Supplemental Nutritional Assistance Program (SNAP) Employment and Training Program (E&T Program), or other programs within the Department of Human Services.

2015 WIA TIB Draft Budget

30-Jun-15

TEGL 29-14, April 27, 2015
Through June 30, 2018

WIA FORMULA	GRANT YEAR 2015 ALLOTMENT	STATEWIDE EMPLOYMENT AND TRAINING ACTIVITIES				TOTAL RESERVE	
		WIA Administration	WIA Program	TOTAL	Rapid Response		
		5.00%	10.00%	13.47%	15.00%	19.48%	
WIA Title IB Youth	10,431,168	521,558	521,558	1,043,117		1,043,117	
WIA Title IB Adult	9,995,124	499,756	999,512	1,499,269		1,499,269	**Local**
WIA Title IB Dislocated Worker	13,672,401	683,620	1,367,240	2,050,860	2,050,860	4,101,720	**Distribution**
RESERVE + LOCAL DISTRIBUTION	**34,098,693**	**1,704,935**	**2,888,311**	**4,593,246**	**2,050,860**	**6,644,106**	**27,454,587**

	Amount	5% funds	10% funds		25% funds	State Admin and Program	
CCWD OFFICE OPERATIONS	**44.57%**					3,730,106	10.94%
Personal Services	2,436,295	1,131,896	800,254		504,145	**Local Formula and Reserve**	
Services and Supplies	525,000	160,000	-		365,000	2,914,000	Reserve
CCWD OFFICE OPERATIONS TOTAL	**2,961,295**	**1,291,896**	**800,254**		**869,145**	27,454,587	Formula
						30,368,587	89.06%
REQUIRED ACTIVITIES	**27.18%**						
Evaluation of Activities/Annual Report	56,000	19,000	19,000		18,000		
High Concentrations of Eligible Youth	200,000	-	200,000		-		
Performance Incentives	-	-	-		-		
Rapid Response	1,000,000				1,000,000		
Governor's Office Policy Advisor	100,000	20,000	80,000		-		
EEO Coordinator (50% CCWD/50% OED)	55,000	55,000			-		
OWIB (staffing, meetings, projects, planning)	200,000	20,000	160,000		20,000		
WIA Auditor	50,000	50,000			-		
CIS Connections for WSO Centers	145,000		145,000		-		
REQUIRED ACTIVITIES TOTAL	**1,806,000**	**164,000**	**604,000**		**1,038,000**		
ALLOWABLE ACTIVITIES	**28.05%**						
Initial Skills Review	280,000	200,000	80,000	-	-		
ACT-NCRC	200,000	25,000	175,000	-	-		
RR Labor Liaison	135,000	-		-	135,000		
Admin for Projects	20,000	20,000		-	-		
OWP Support and Leadership	14,000	3,000	11,000	-	-		
NGA Dues	15,000	-	15,000	-	-		
Local Board Support (non-state)	1,000,000		1,000,000		-		
Strategic Planning for Local Boards	200,000		200,000		-		
Youth Projects	-	-		-	-		
Incumbent Worker Projects	-	-		-	-		
Strategic Initiatives	-	-		-	-		
ALLOWABLE ACTIVITIES TOTAL	**1,864,000**	**248,000**	**1,481,000**		**135,000**		
OFFICE OPERATIONS, REQUIRED, AND	**99.81%**						
ALLOWABLE ACTIVITIES TOTAL	**6,631,295**	**1,703,896**	**2,885,254**	**-**	**2,042,145**		
TOTAL RESERVE	**6,644,106**	**1,704,935**	**2,888,311**		**2,050,860**		
REMAINING BALANCE							
	12,811	1,039	3,057		8,715		-

Agenda Item 7

WorkSource Oregon Operational Standards

Purpose
The purpose of this agenda item is brief the board on the WorkSource Oregon Operational Standards.

Background
The impetus for the standards began in the Oregon Workforce Investment Board's (OWIB) 2006 strategic plan. This plan set the stage for transforming the workforce system and emphasized an implementation of an integrated service delivery model. Progress was made, but not all areas were co-located or implemented an integrated service delivery model with partners. Efforts to redesign the workforce system continued under the 2012 OWIB strategic plan, Governor's Executive Order No. 13-08, issued on July 25, 2013, and the Workforce Innovation and Opportunity Act (WIOA).

Oregon's workforce system is huge and comprised of diverse communities and local areas—rural, urban, metro, multi and single-county workforce areas. To address this complexity, the Oregon Workforce Partnership, Oregon Employment Department and Office of Community Colleges and Workforce Development chartered a project to establish a statewide framework for workforce service delivery. The framework (standards) are intended to provide the necessary consistency across the state and support locally-driven models that are essential to effectively address workforce challenges in each local area and community.

Attached to this cover sheet is an overview of the operational standards.

A full copy of the standards document is available online at:
http://www.oregonworkready.com/wso-standards.html

Introduction: The workforce system in Oregon is undergoing significant structural alignment. This document is intended to provide a high-level overview of key changes occurring in the WorkSource Oregon (WSO) system. These new standards will be operational in co-located WSO centers by July 2015 and WSO centers that are not co-located by July 2016.

Background: To position the workforce system for relevance and growth, there must be clarity about what WorkSource Oregon is at both the state and local levels, what it offers, and how existing partnerships bear a shared responsibility to create value to additional partners in the future. Leaders from partner agencies were pulled together for a three-day work-session to develop that framework. The outcome is the WorkSource Oregon Operational Standards. They provide the minimum-level content/services(s) required to be available at all WSO centers. They also build in an accountability mechanism to ensure that this effort will come to fruition across the entire state. Finally, they offer an opportunity to work together to continually improve the system, engage new partners and better serve Oregon job seekers, workers and businesses.

Accountability: The WSO operational standards will be incorporated into state monitoring processes beginning in the program year 2015 monitoring season, and local areas (Local Boards and OED) will be held accountable to their successful implementation in each and every WSO location in the state.

Co-Location: The Workforce Innovation and Opportunity Act (WIOA) mandates that consistent with section 3(d) of the Wagner-Peyser Act (29 U.S.C. 49b(d)), and in order to improve service delivery, avoid duplication of services, and enhance coordination of services, including location of staff to ensure access to services in underserved areas, the Wagner-Peyser employment service offices shall be co-located with Title IB One-Stop centers.

Branding: WorkSource Oregon is the accepted brand for WorkSource Oregon centers. All centers will adopt and execute this brand, in accordance with the Oregon Workforce Investment Board decisions from September 2007 and December 2008. The brand is applicable to all signage, center décor, lobby/resource room kiosks, brochures, print materials, marketing materials, name tags, web and social media presence, business cards, e-mail signature blocks, telephone protocols, and other related applications for all WSO-funded activities and functions provided through the WSO centers.

Alignment of Services: Staff resources are allocated to support WSO operations and service delivery based on statewide standards, local delivery models and the overall resource pool available; regardless of funding source or employer of record. Through integration WSO staff works together as cross-agency teams, to provide seamlessly coordinated program services that meet the needs of customers and work together to achieve common outcomes.

Foundations of Services Delivery: In addition to the actual services provided to customers, there are foundational elements that crosscut and underlie the provision of WSO services to customers. Those elements are outlined below.

> Labor Market Information**:** LMI will inform sector strategies, career planning, training decisions, business engagement and placement services. Staff will demonstrate use of quality data and LMI to inform decisions and provision of core center services and activities.
>
> Continuity of Service: The goal is to provide the best customer-focused service possible through a continuity of services that are not dependent upon a customer returning to the same staff person. Any WSO staff person is expected to be able to pick up where another staff left off at the previous customer engagement.

Feedback Mechanisms: All centers will develop feedback mechanisms to ensure that services are driven by and meeting business needs, and to ensure that internal communication among teams is operating cohesively and striving toward meeting shared local expectations.

Sector Strategies: Strategies by Local Boards will focus on demand-side aspects including connections to economic development and regional priorities, and the engagement of employers and industry groups while strategies by WSO will focus on the supply-side elements of a sector strategy, utilizing sector-based career pathways and training programs to prepare and connect qualified jobseekers and workers to high-demand sector-based occupations and careers.

WorkSource Oregon Services: WSO centers will organize and allocate resources that support the operation of an integrated and seamless service delivery system.

Exploratory Services are provided to determine the customer's short-term career goals and determine what resources are available to assist customer in reaching that goal. The intent is to listen to customers' needs and guide them toward their next steps based on individual needs rather than a one-size-fits-all approach of requiring formal assessments and processes for all customers coming into the center.

Career Services are those services that assess a person's readiness to work and provide employment statistics information to inform career goals and opportunities for advancement in occupations. Key benefits to jobseekers are to ensure they know their skills, know how their skills match the labor market, and know which tools are available for them to acquire the skills needed to be competitive. Effective Career Services rely on assessment, development of a focused Individual Employment Plan (IEP), career planning and skills validation.

Training Services are provided to individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

Business Services at a minimum, will include: recruitment services that support local sector strategies and target populations, utilize vetted talent pools for first consideration on job postings, customized training, incumbent worker training, job postings, incentives and rapid response.

Outcomes and Performance: WSO partners are responsible for shared system performance, measurements of achievement, and outcomes for service to a common customer. WIOA creates performance measures required for all core programs. Local workforce boards will regularly monitor and evaluate program performance. Programs will also be evaluated by independent third parties at least every four years.

For more detailed information regarding WorkSource Operational Standards, please contact:

Jim Pfarrer, Interim Assistant Director
Business and Employment Services Division
Oregon Employment Department
503-947-1655
James.F.Pfarrer@oregon.gov

Karen Humelbaugh, Director
Workforce Division
Community Colleges and Workforce Development
503-947-2404
Karen.M.Humelbaugh@oregon.gov