

Oregon Workforce and Talent Development Board (WTDB)  
2026-2028 Strategic Plan and Scorecard



| Vision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Mission                                                                                                                                                    | Position                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Reputation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A prosperous Oregon where opportunity, skill-building, and self- determination create economic mobility for all Oregonians.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Empower Oregon’s workforce and employers by informing and shaping a coordinated training and education ecosystem that is responsive to labor market needs. | <p><b>The Oregon Workforce and Talent Development Board (WTDB) enables our Mission by:</b></p> <ul style="list-style-type: none"><li>•Leading and communicating a long-term vision for Oregon that anticipates and acts on future workforce needs.</li><li>•Partnering with workforce, education, and training organizations including Local Workforce Development Boards (LWDBs).</li><li>•Advising the Governor and the legislature on workforce policy and plans.</li><li>•Aligning workforce policy, resources, and services with employers, education, training, and economic development.</li><li>•Identifying barriers, providing solutions, and avoiding duplication of services.</li><li>•Providing accountability among public workforce partners.</li><li>•Sharing best practices and innovative solutions that are scalable statewide and across multiple regions within the entire workforce system.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"><li>•<b>National Leaders</b> – We are innovative role models who set and share best practices.</li><li>•<b>Conveners</b> – We bring all stakeholders together to solve our most pressing challenges.</li><li>•<b>Connectors</b> – We anticipate and respond to all of Oregon’s communities (tribal, rural, urban, and others).</li><li>•<b>Results Oriented</b> – We connect our initiatives to outcomes.</li><li>•<b>Accountable</b> – We communicate transparently with easy to understand and agreed upon metrics.</li><li>•<b>Inclusive</b> – We inform and advise leadership and system partners on how to broaden access and improve workforce participation across Oregon.</li><li>•</li></ul> |
| WTDB Shared Values and Agreements                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>W - Work Collaboratively</b></p> <ul style="list-style-type: none"><li>•<b>Willingness to Collaborate:</b> Commit to working together, leveraging the diverse expertise and perspectives of each board member to address workforce challenges comprehensively.</li><li>•<b>Wisdom Sharing:</b> Promote the exchange of knowledge and lessons learned to enhance the board's collective intelligence and decision-making processes.</li><li>•<b>Engagement and Participation:</b> Actively participate in board discussions and activities, showing commitment to the board's mission and responsibilities.</li></ul> <p><b>T - Transparency and Trust</b></p> <ul style="list-style-type: none"><li>•<b>Transparency in Actions and Decisions:</b> Ensure that all board activities and decisions are conducted openly, fostering trust among members and with the public.</li><li>•<b>Trust Building:</b> Commit to actions that build and maintain trust within the board and with external stakeholders, understanding that trust is foundational to effective collaboration and public confidence.</li><li>•<b>Respect and Civility:</b> Treat all members with respect, fostering an environment of civility and mutual appreciation.</li></ul> |                                                                                                                                                            | <p><b>D - Data-Driven Decision Making</b></p> <ul style="list-style-type: none"><li>•<b>Data Utilization:</b> Agree to base decisions on reliable data, research, and evidence, ensuring that actions are targeted and effective in meeting the workforce needs of Oregonians.</li><li>•<b>Dedication to Outcomes:</b> Focus on setting and achieving measurable goals that reflect real, positive changes in workforce development.</li><li>•<b>Accountability:</b> Hold oneself and each other accountable for commitments and responsibilities, recognizing that accountability strengthens the board's effectiveness and credibility.</li></ul> <p><b>B - Bold and Innovative</b></p> <ul style="list-style-type: none"><li>•<b>Boldness in Vision and Action:</b> Encourage taking calculated risks and innovative approaches to overcome workforce challenges and barriers to participation and advancement.</li><li>•<b>Betterment:</b> Embrace a mindset of continuous improvement, seeking always to learn, adapt, and enhance the board's strategies and outcomes in workforce development.</li><li>•<b>Beneficial Innovations:</b> Pursue innovations that have clear benefits for Oregon's workforce, including new technologies, partnerships, and strategies that can lead to substantial improvements in workforce development.</li></ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



| Imperatives                                                                       | Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. A workforce ecosystem that expands opportunity and supports economic mobility. | <div>A. Increase understanding and awareness of barriers Oregonians face in entering and remaining in the workforce.</div> <div>B. Increase access, participation and quality employment outcomes in high-demand sectors.</div> <div>C. Spark and scale innovative strategies that advance more individuals and families into economic mobility.</div>                                                                                                                                                                                                                |
| 2. Strategic alignment of systems and partners toward shared workforce goals      | <div>A. Model and lead collaboration and systems alignment through integrated data and shared workforce goals based developed on compelling evidence of need and opportunity.</div> <div>B. Shared Workforce Success Goal #1: Facilitate the closing of Skills Gaps in Oregon's Priority Industry Sectors.</div> <div>C. Shared Workforce Success Goal #2: Hold WorkSource Oregon Partners accountable to Performance Measures.</div> <div>D. Shared Workforce Success Goal #3: Influence positive youth/student outcomes in workforce, education and training.</div> |
| 3. Clear understanding of and improved use and impact of the workforce system     | <div>A. Increase Board and Partner understanding of the specific gaps in system awareness and effective strategies to increase system awareness by customer groups.</div> <div>B. Increase workforce system user awareness and use by primary system customers: jobseekers/workers, employers, agency partners, LWDBs, community-based organization partners.</div>                                                                                                                                                                                                   |
| 4. Accountable Workforce System Leadership                                        | <div>A. Consistent, direct-line communication between Governor's office and the Board's Executive Leadership and Director.</div> <div>B. Increase intentionality of Board through committee and task force composition and investment influence to achieve business and strategic system partner alignment.</div> <div>C. Implement mechanisms of accountability through research, analysis, reports and recommendations to Governor and Legislature.</div>                                                                                                           |



| Board Performance Metrics                                                                                                                                                                                                                                                                                                                            | Owner                     | Due Date                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------|
| 1. Send an official invite to Governor/Partner Agency Leadership to adopt and contribute to Oregon's top shared workforce success goals.                                                                                                                                                                                                             | Todd Nell                 | Sent invite to Governor to attend December Meeting |
| 2. Increase Governor's office representation and engagement at WDTB meetings and in communication with Board leadership.                                                                                                                                                                                                                             | Sarah Means               | Ongoing                                            |
| 3. Recommend regularly that Governor solicits advising and recommendations broadly or on specific workforce, education and training topics from WTDB.                                                                                                                                                                                                | Sarah Means               | Ongoing                                            |
| 4. Reposition the WTDB as the Unified Workforce Convener                                                                                                                                                                                                                                                                                             | Ken Madden & Sarah Foster | 12/31/2026                                         |
| a. Implement Quarterly Performance Reporting to hold agencies/partners accountable, drive continuous improvement and deliver excellent customer service.                                                                                                                                                                                             |                           | 12/31/2026                                         |
| b. Formalize and implement Inter-Agency Agreements (IGAs) across WIOA programs, other workforce efforts, and key partners to drive alignment, coordination, data sharing/reporting, and continuous improvement.                                                                                                                                      |                           | 12/31/2026                                         |
| c. Build and implement Performance Metrics 2.0 to include AI Fluency, Employability Skills, In-Demand Curriculum, and others.                                                                                                                                                                                                                        |                           | 12/31/2027                                         |
| 5. Talent pipeline aligned by industry demand                                                                                                                                                                                                                                                                                                        | Jessica Howard            | 06/30/2027                                         |
| a. Collaborate with education partners to align curricula, credentials, and training programs with industry-identified demand.                                                                                                                                                                                                                       |                           | Ongoing                                            |
| b. Formalize regular reporting with recommendations to the WTDB from Technology, Manufacturing, Healthcare, Semiconductor Consortia, Clean Energy Workforce Coalition and Construction Sector to include talent marketplace data on demand and supply, AI Fluency, Employability/Human Skills, Foundational STEM skills, Skilled Trades, and others. |                           | 06/30/2027                                         |
| c. Own a Talent Dashboard recommended in WTDB Talent Assessment to include supply and demand projections data from Consortia – Technology, Manufacturing, Healthcare, Semiconductor Consortia, Clean Energy Workforce Coalition, and Construction sector.                                                                                            |                           | 06/30/2027                                         |
| 6. Activate legislative partnerships                                                                                                                                                                                                                                                                                                                 | Andrew Stolfi             | 06/30/2027                                         |
| a. Recruit balanced mix of 6 or more legislators to serve on the WTDB.                                                                                                                                                                                                                                                                               |                           | 06/30/2027                                         |
| b. Produce and utilize WTDB recruitment one-pager to garner interest, awareness building and engagement from legislature.                                                                                                                                                                                                                            |                           | Completed One-Pagers/<br>Ongoing                   |