

**LOCAL STRATEGIC UNIFYING  
WORKFORCE PLAN  
MODIFICATION**

**FOR**

**The Oregon Consortium & Oregon Workforce Alliance**

**MODIFICATION  
March 24, 2009**



## LOCAL WORKFORCE UNIFYING PLAN – PART 1

### Summary of Proposed Strategies to Achieve Goals

The following matrix highlights the eleven existing and eight new strategies that were included in The Oregon Consortium & Oregon Workforce Alliance strategic plan. New strategies were inserted among the existing strategies where they most related to an existing strategy. These strategies support the following three Oregon Workforce Investment Board (OWIB) goals:

1. Ensure all Oregon employers have a skilled workforce for competitive success in the global market.
2. Prepare an agile, innovative workforce with the skills to succeed in the knowledge-based economy.
3. Build a flexible, unified workforce education and training system that consistently meets or exceeds the needs of Oregon’s workers and businesses.

<b>1 a. Describe the boards strategies used and accomplishments:</b>	
Strategy Existing E-1	<p>Continue to support and maintain private and public sector involvement and membership in local area and regional workforce investment boards and The Oregon Consortium Board as effective private-public partnerships.</p> <p><i>TOC/OWA membership at the Local Board and Regional Board level continues to support strong private and public partnership in the leadership of the rural workforce system. Recent re-organization of the committee structure for TOC/OWA provides excellent forum for input and guidance from all involved.</i></p>
Strategy Existing E-2	<p>Engage public partners and private sector board members in a strategic planning process that aligns state, local and regional goals, objectives and strategies to support the delivery of effective and efficient services for workers and businesses.</p> <p><i>Completed for 07-08 and currently being augmented due to change in economic environment, ARRA investment, etc.</i></p>
Strategy New N-1	<p>Provide feedback to Oregon Department of Education on existing high school graduation requirements and core curriculum, and suggest appropriate changes.</p> <p><i>Completed by TOC/OWA Emerging Worker Committee.</i></p>
Strategy New N-2	<p>Establish a TOC/OWA level memorandum of understanding with state level partners.</p> <p><i>Area-wide MOU was deployed for PY07 to encourage and assure the consistent development and application of policy and resources, provide for corrective action and continual improvement, and assure more consistent and effective communication among state and local partnerships.</i></p>
Strategy Existing	<p>Maintain regional and one stop centered process for the development of One Stop resource sharing agreements and business plans that address</p>

E-3	<p>TOC&amp;OWA One Stop Certification criteria in a way that is community based.</p> <p><i>See One-Stop Certification Tool – Updated, Attachment 1</i></p>
Strategy Existing E-4	<p>Develop and maintain One Stop Centers to assure the availability of high quality and consistent services in support of employer recruitment and labor exchange, work search, work readiness, training and placement services for new, transitioning and current workers.</p> <p><i>See One-Stop Certification Tool – Updated, Attachment 1</i></p>
Strategy Existing E-5	<p>Provide a forum to create cross-region and multi-regional consortia / cluster development efforts to assure targeted outreach to business and employers, development of customized training focused on consortia and cluster needs, and effective use of funds.</p> <p><i>TOC/OWA has and will continue its efforts to expand consortia and cluster development across the rural area. Issues pressing on this area currently are related to current economic crisis as the RV Consortia and Wood Products Consortia have been eroded due to closures.</i></p> <p><i>To further this work and provide small business support TOC/OWA is currently working with CCWD to convene all Rural Community Colleges and WIA IB Providers in networking process that will provide us with the ability to leverage resources in order to support clusters, consortia, small business and entrepreneurial efforts.</i></p> <p><i>See also Attachment 2 WRT/EWTF Log</i></p>
Strategy Existing E-6	<p>Provide a forum to create common / joint skill requirement standards to meet the needs of cluster / consortia / all employers.</p> <p><i>TOC/OWA has and will continue its efforts to expand consortia and cluster development across the rural area. Issues pressing on this area currently are related to current economic crisis as the RV Consortia and Wood Products Consortia have been eroded due to closures.</i></p> <p><i>To further this work and provide small business support TOC/OWA is currently working with CCWD to convene all Rural Community Colleges and WIA IB Providers in networking process that will provide us with the ability to leverage resources in order to support clusters, consortia, small business and entrepreneurial efforts.</i></p> <p><i>See also Attachment 2 WRT/EWTF Log</i></p>

<p>Strategy Existing E-7</p>	<p>Invest Employer Workforce Training Fund (EWTF) to target cluster and consortia projects, and other eligible employers, to provide customized training to meet the needs of the employer.</p> <p><i>TOC/OWA continues to utilize to the fullest extent possible the funding made available through EWTF and previously funding made available via the Cluster Investment Fund. Projects funded in the last 18 months include the Southern Oregon Wine Institute at Umpqua Community College (Roseburg / Attachment 3), South County Manufacturing Training Center (Douglas County) and a new project to assess the feasibility of Columbia Gorge Training Center.</i></p> <p><i>See also Attachment 2 WRT/EWTF Log</i></p>
<p>Strategy Existing E-8</p>	<p>Invest workforce system funds to provide training for current, new and transitioning workers in support of the development of a skilled workforce and focused on the needs of employers in the local labor market.</p> <p><i>TOC/OWA began aggressively working with our provider network in 2007 to assure that a significant portion of WIA IB funds were used to provide training for current, new and transitioning workers in support of the development of a skilled workforce and focused on the needs of employers in the local labor market and high demand, growth and wage industries and occupations. Through the Adult/DW and Youth RFP process we were able to negotiate specific levels of expenditures in this area – with most sub grantees demonstrating near 50% expenditures in this area.</i></p> <p><i>Due to the rural nature of our programs - investments in training and education can at times be limited due to required infrastructure investments (i.e. office locations in numerous counties to assure access for rural citizens).</i></p> <p><i>As of this month, TOC/OWA is requiring spending in this category of 60% with future funds (including ARRA). A TOC/OWA area-wide scholarship process has also been deployed (See Attachment 4 Scholarship Program).</i></p>
<p>Strategy Existing E-9</p>	<p>Invest workforce system funds to support High School completion and attainment of diploma, GED or equivalent and to prepare youth for a successful entry into the workforce.</p> <p><i>TOC/OWA providers across the area provide alternative education, credit recovery and GED prep services in conjunction with standard services (varies by provider).</i></p>

<p>Strategy New N-3</p>	<p>Establish goals for workforce system supported training for occupations that are high demand, high growth or high wage.</p> <p><i>TOC/OWA began aggressively working with our provider network in 2007 to assure that a significant portion of WIA IB funds were used to provide training for current, new and transitioning workers in support of the development of a skilled workforce and focused on the needs of employers in the local labor market and high demand, growth and wage industries and occupations. Through the Adult/DW and Youth RFP process we were able to negotiate specific levels of expenditures in this area – with most sub grantees demonstrating near 50% expenditures in this area.</i></p> <p><i>Due to the rural nature of our programs - investments in training and education can at times be limited due to required infrastructure investments (i.e. office locations in numerous counties to assure access for rural citizens).</i></p> <p><i>As of this month, TOC/OWA is requiring spending in this category of 60% with future funds (including ARRA). A TOC/OWA area-wide scholarship process has also been deployed (See Attachment 4 Scholarship Program)</i></p>
<p>Strategy Existing E-10</p>	<p>Establish placement, retention, wage and credential rate goals for WIA 1B programs to measure the results of program investments.</p> <p><i>See Attachment 5 Annual Report</i></p>
<p>Strategy New N-4</p>	<p>Establish placement, retention, wage and credential rate goals for workforce system programs to measure the results of program investments.</p> <p><i>On-going as part of Integrated Services / Common Measures</i></p>
<p>Strategy New N-5</p>	<p>Establish goals for workforce system labor exchange system outreach and employer recruitment for job order and job placement efforts focusing on high demand, high growth, or high wage employment.</p> <p><i>On-going as part of Integrated Services / Common Measures – this information is currently not readily available system-wide.</i></p>
<p>Strategy Existing E-11</p>	<p>Continue to pursue additional resources to increase investments in rural communities, workforce and businesses.</p> <p><i>On-going</i></p>
<p>Strategy New N-6</p>	<p>Support the Governor’s legislative concept for a Skill Up Oregon Fund as a tool to help prepare Oregonians for high-demand jobs and help Oregon businesses and workers compete globally. Skill Up addresses work readiness, literacy and technical skills of individual Oregonians. The transitional workers eligible for training will be identified through an assessment of basic skills and/or workplace readiness skills approved by</p>

	<p>local workforce investment boards (LWIBs) (through standards set by the Department of Community Colleges &amp; Workforce Development) with delivery of services through WorkSource Oregon Centers, partners and/or affiliates to promote coordination and to build a more efficient, effective, responsive, demand-driven workforce system.</p> <p><i>While this initiative was not successful – TOC/OWA did adopt a new vision in 2008: To be the driving force behind an evolution in attitudes and behavior that embraces the need to skill up, ultimately revolutionizing our rural economies.</i></p> <p><i>TOC/OWA embraces this vision and all efforts are aligned around achieving this vision by 2012.</i></p>
<p>Strategy New N-7</p>	<p>Support the Governor’s legislative concept for a Cluster Investment Fund as a tool to help Oregon’s current workers and businesses respond to changing technology, high performance processes, higher skill demands and needs of existing and emerging clusters. The Cluster Investment Fund expands on the current Employer Workforce Training Fund (EWTF) program, administered by the Department of Community Colleges &amp; Workforce Development, guided by the Oregon Workforce Investment Board and locally overseen by local workforce investment boards (LWIBs).</p> <p><i>TOC/OWA continues to utilize to the fullest extent possible the funding made available through EWTF and previously funding made available via the Cluster Investment Fund. Projects funded in the last 18 months include the Southern Oregon Wine Institute at Umpqua Community College (Roseburg / Attachment 3), South County Manufacturing Training Center (Douglas County) and a new project to assess the feasibility of Columbia Gorge Training Center.</i></p>
<p>Strategy New N-8</p>	<p>Strengthen focus on responsibilities under WIA sec. 117, (d), (8) to promote participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.</p> <p><i>TOC/OWA has stepped up efforts over the last two years to promote participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs. This occurs as the result of cluster/consortia work, EWTF, RWIB, LWIB connections and is part of our overall networking strategy.</i></p>

**1 b. Describe what next steps the LWIB will take to align local investments with**

### ***the OWIB's strategic plan:***

The Oregon Consortium & Oregon Workforce Alliance is committed to support the creation of an available and skilled workforce necessary for business to locate, remain and grow and to provide sustainable employment and the creation and growth of family wage jobs, and to working with business and industry to sustain, retain and grow. Simply put, the mission of The Oregon Consortium & Oregon Workforce Alliance is to *help rural Oregon work*.

This vision reflects our optimism and belief in the opportunities for growth and improvement in rural Oregon. The principles supporting this vision include:

- A cooperative planning effort originating from the level closest to the customer (certified one-stop locations and rural workforce regions) and supported at every other level;
- An effort extending beyond WIA, consisting of workforce, education, community, and economic development entities;
- A range of services and activities which promote self-sufficiency, personal accountability and self-reliance;
- A seamless service delivery system, which acknowledges and leverages the capacity and resources of the various funding sources and agencies;
- Strong connections to and partnerships with business and industry;
- A model public/private partnership, built on a foundation of experience, innovation, and performance;
- Service and governance structures that are cost effective and in compliance with relevant laws and regulations; and
- Partners, stakeholders, and communities that are committed and contribute to the success of this effort.

The Oregon Consortium & Oregon Workforce Alliance is committed to providing high quality, cost effective and efficient services that meet the needs of businesses by building the skills of the current, transitional and emerging workforce. This commitment is made with the knowledge that this work will assist the workforce as individuals to achieve their goals for successful careers and quality lives and will build sustainable communities. The focus of the boards is on building prosperity, as well as effectively connecting individuals to quality services.

The Oregon Consortium & Oregon Workforce Alliance mission and vision continues to parallel that of the Oregon Workforce Investment Board, for Oregon businesses to have a competitive advantage in the global marketplace due to their highly skilled and innovative workers. Together TOC/OWA, our Regional Workforce Boards and provider networks will continue initiatives and efforts to achieve the following:

1. Ensure all Oregon employers have a skilled workforce for competitive success in the global market.
  - a. Increase the number of employers using high performance practices and actively training their employees.
  - b. Employees have the necessary skills to be competitive.

TOC/OWA anticipates to continue the following efforts: Increasing numbers of industry consortia and cluster groups in rural area; Increasing number of commonly defined skill requirements across industries in the rural area; Increased credential attainment and average earnings; Increased number of one stop centers and affiliates; Increased

number of employees trained to meet current and future business needs; Increased number of high demand, growth or wage job listings; Make funds available for the capacity building necessary to create, support and sustain rural consortia.

2. Prepare an agile, innovative workforce with the skills to succeed in the knowledge-based economy.
  - a. Every Oregonian has the core academic and workplace skills employers need and value.
  - b. Every worker has the cross-cutting skills and innovative thinking needed to be productive in the workplace.
  - c. Close the skills gap by linking occupational skills training to demand in the global market.

TOC/OWA anticipates to continue the following efforts: Significant increases in the funding of training and education opportunities for customers; Deployment and full utilization of area-wide scholarship initiative; Increase number of employees trained to meet current and future business needs; Continue investments in WRT/EWTF, Cluster and Consortia efforts; Increased credential attainment and average earnings, Coordination of Strategies, Priorities and Investments across Workforce and Education systems (i.e. rural community college and workforce system network initiative.)

3. Build a flexible, unified workforce education and training system that consistently meets or exceeds the needs of Oregon's workers and businesses.
  - a. Acquire stable and adequate funding for all aspects of the system.
  - b. Enhance strategic planning and coordination across public agencies and boards and with local partners.

TOC/OWA anticipates to continue the following efforts: Continued development of Area-wide plan and initiatives to meet the needs of various counties, communities, businesses and industries as well as citizens; Support for flexibility of the delivery of services; Increased number of certified or affiliate one stop centers; Increased number of industry consortia and cluster groups; Increased percentage of individuals, placed, retained and trained; Coordination with other stakeholders and leverage augmentation of system and services.

***1 c. Describe the LWIB's approach to the Governor's four focus areas for workforce development: Health care; Manufacturing; Region high-wage, high-skill jobs, and Green jobs for clean tech:***

As we are writing this update the unemployment rate in our rural area hovers somewhere around 13% with Douglas County currently the highest in the state and several others right on their heels. For many reasons our efforts in assisting job seekers and workers impacted by this economic downturn will align completely with the Governor's four focus areas as described above.

In most counties economic growth for the future is expected in very few industry area – Health care is one of those areas and therefore is a priority for funding via the scholarship program and was also heavily supported with EWTF (See WRT/EWTF Log attached).

Manufacturing is being supported where appropriate as in Deschutes and Douglas Counties where we have recently invested in Manufacturing Clusters, Forums, and feasibility studies for a training center in southern Douglas County. Manufacturing related skills (middle skills) that will be in demand in an economic recovery will continue to be a focus for training investments across the area.

Regional high-wage, high skills jobs remain a priority for training and education investments with regional providers consulting WRT plans, etc. to align investments. See WRT/EWTF Log attached for additional detail.

Green jobs / clean tech have been a focus for the rural area for sometime. In PY07 TOC/OWA submitted a WIRED grant proposal and though it was not funded it did provide us with information that our provider system and the boards have used and will continue to use to guide initiatives and investments. TOC/OWA is encouraging investment in skill up grades of current workers in order for them to adapt to the new technologies and to provide services which we believe will be in demand in the future including retrofitting of plumbing / electrical systems, etc.

**2. Describe the projects that the LWIB anticipates funding from the federal stimulus and how those projects align and coordinate with the boards next steps:**



Each of our seven service providers is working with us to develop plans for how they will invest and use the stimulus funds.

In the case of **Adult and Dislocated Worker** programs we expect to see >60% of the funding used for investments in skill development and training. Spending in this category will include, but won't be limited to a scholarship program that was passed by OWA as policy in October 2008, and deployed across the 24 county area.

The OWA's Scholarship program provides mechanism for us to award training funds and associated needs related payments, to individuals for post-secondary education and training that connects to *regionally targeted high demand, high skill or high wage occupations or strategic emerging industries*; or to an employment goal with a career pathway leading to self sufficiency. We anticipate the award of 100's of scholarships over the next five months to older youth, adults and dislocated workers who will attend local community colleges, universities, training centers and more, fully obligating the Nation's stimulus investment in rural Oregon by October of 2009.

As mentioned previously, we plan a significant investment in individuals through Needs Related Payments (NRPs). NRPs allow us to assist individuals with essentials such as gas, electricity, childcare, and even rent when circumstances warrant, allowing the individual to remain focused on the task at hand –education and training.

Increased outreach will also be soon underway. The Oregon Workforce Alliance is in the midst of developing a new outreach effort to assure that job seekers, dislocated workers, and youth know and understand what assistance is available to them, where to go, and what steps to take to cope with dislocation or layoff. Additionally, a variety of resource fairs are being planned or have already taken place across the rural area to help assure that citizens are familiar with the safety nets in place in their community and where to turn for help.

One of the most talked about portions of the ARRA as it relates to the workforce system is the huge investment **in youth programs**. With these funds, *we will deploy the largest summers youth work experience program in more than a decade!* Our providers and their partners are working together now to deploy a program that will change the lives of 100's of rural youth.

Across the Area, innovative projects are in the works, that will get money into the pockets of our youth (assisting them and their families), expose them in high skill/high demand occupations and keep them busy, busy, busy this summer is well underway. Given our estimated allocation of Youth funds we plan to serve more than *1300 youth* across our rural area. Every youth will be engaged in *Work Readiness* activities as part of their summer experience.

Examples of projects include

- **Health Careers** – youth will work alongside medical professionals in projects where the youth will be providing services to elders, animals, and children.
- **High Tech**-youth will work and study in an environment that exposes them to green technologies, data collection, monitoring and more. A specific example of a High Tech opportunity is the Central Oregon Science, Technology, Engineering and Physics ROV Summer Workshop. The ROV Project that will be based at Paulina Lake in Central Oregon. Underwater Remotely Operated Vehicles (ROVs) are the main tool we use to visit the unexplored territory and to manage the underwater resources we currently utilize. ROV construction and operation is a \$10 billion growing global industry. ROV's allow us to construct and maintain our under-ocean fiber-optic network; they allow us to discover and utilize oil and mineral resources offered at bottom of our oceans; and ROV's allow us to explore new places, phenomena and ecosystems that the human race has never before seen. The Central Oregon Science, Technology, Engineering and Physics ROV workshop will utilize Central Oregon's unique geology and access to extreme environment to allow your student to go and explore where no person has gone before.
- **Community Service Crews**-youth will be working on crews that provided assistance to seniors and shut-ins who need assistance with maintenance and weatherization or on community focused projects such as recycling.
- **Park Crews**-many counties and towns will take advantage of the opportunity to work with our programs and provide very visible and positive work experience opportunities in their parks and public spaces. Youth crews are known for renovating old structures, clearing trails, painting and other maintenance.
- Forest Service, Bureau of Land Management and other natural resource crews will be important to our summer effort. 100's of youth will have the opportunity to work in the woods performing a variety of forest management and public land management tasks.
- **Basic Skills/Learn and Earn Crews**-these opportunities will be provided to youth who are behind in high school credits, etc. Youth work part time on a crew or work

experience and then spend part of their time in the classroom – earning a stipend and/or wage during their participation.

- **General Work Experience**-youth will have an opportunity to interview for and be placed in work experience sites with public and private employers in various industries. These opportunities create natural mentorship opportunities and can lead to long term employment, though that is not the initial goal.
- **Computer College**-several providers are able to resurrect their “computer college” programs. Youth who are seniors in high school and planning to go on to post-secondary education will have the opportunity to take basic computer skills classes, explore the inner workings and programming of PC’s and with successful completion will keep the laptop on which they have completed their work.

The opportunities provided by this influx of stimulus funds this summer for our rural youth as well as adults and dislocated workers impacted by this economic crisis is of huge value to our communities. Rural Oregon’s economic outlook is bleak-our use of these stimulus funds to make investments in our rural human capital will help us to be ready to respond to the economic recovery, to attract new business and industry to our rural communities, and to maintain rural communities that work!

Additionally it is worth noting contract expectations established by TOC/OWA as related to the ARRA investments:

- That first and foremost the TOC/OWA Administrative Office and our network of sub-grant recipients will utilize the ARRA funds made available to them in a transparent, responsible and efficient manner;
- That staff resources at all levels should be directed to the support of training and education and other associated services, as well as business related services via the EWTF or other appropriate sources;
- That 95% of funds received via ARRA allocation to The Oregon Consortium Workforce Investment Area will be put into contract as rapidly as possible with the current, proven, network of service providers;
- That 5% of the funds will be reserved at the Area level for initiatives that benefit the entire 24 county area;
- That the following expectations will be established via contract with sub-grant recipients:
  - Requires obligation of 90% of the total funds available in the ARRA adult and dislocated worker funding categories by September 30, 2009;
  - Spend rate for ARRA adult and dislocated worker fund categories of at least 90% of the total funds available by June 30, 2010;
  - Spend rate of 90% by September 30, 2009 for all ARRA youth funds;
  - At least 60% of the total funds available in adult and dislocated worker funding categories be expended for training, education and associated needs related payments;
- That TOC/OWA staff will monitor progress toward these goals on a monthly basis and work aggressively with providers to assure that contract requirements are spent and that recapture and reallocation of funds does not become necessary;
- That the TOC Administrative Office will be held accountable for the same obligation and spend rates as described above.

**3. Describe how the LWIB will include and engage state and local partners . . . beyond membership on the board, in the development and implementation of 1(b) and (c):**

Due to the nature of the organization / area we are blessed with access to and participation by dozens of representatives of the various agencies, partners and services listed. These partners are engaged via connection to regional workforce investment and/or advisory boards, regionally defined networks and locally facilitated forums. As an example – we will be convening in May representatives of the nine rural community colleges within the TOC/OWA area along with WIA IB sub grantees. At this time we will be exploring and probing into the priorities and efforts of each system and defining a plan for intertwining and supporting the two systems as one.

Additionally representatives serving on the regional workforce investment boards who do not serve as members of the LWIB – OWA, are engaged in committee work at the OWA providing on-going opportunity for input regarding current efforts and initiatives.

**4. Describe the LWIB's communication and marketing efforts including WorkSource Oregon (WSO) Center.**

TOC/OWA has just recently entered into the process to develop a communications plan for the area that will incorporate marketing of the WorkSource Oregon system. We are further working to assure appropriate branding and signage as specifically related to ARRA investments, etc.

WorkSource Oregon branding is supported by TOC/OWA as part of the One-Stop Certification process (See One-Stop Certification Tool Attached.) “External signage clearly identifies the location as a WorkSource Oregon Center. External signage will utilize the generic WSO logo rather than a version that identifies the location as the site of a single partner.”

Local activities, etc. vary by region and are expected to meet the needs of the community they are not articulated beyond the One-Stop Certification process by TOC/OWA, except in the case of ARRA investments and scholarship packages.

**5. Review the LWIB integration plan –**

- **What has been accomplished?**
- **What needs addressing now?**
- **What issues remain that CCWD/OED and/or OWIB can help bring to resolution?**

What has been accomplished?

We have been very impressed by the willingness of our sub-grantees and the OED staff in the field to fully embrace the integration effort. While this effort began during different economic times and no one could have foreseen what has now occurred our staff have continued to work together to provide the best services possible to all customers in every center. Integration has brought more fully robust services to all service portals across our rural area and for this we are very grateful.

What needs addressing now?

Please see the Oregon Workforce Partnership Matrix (Attachment 5) which addresses those items which we feel of the utmost importance for integrated services success.

What issues remain that CCWD/OED and/or OWIB can help bring to resolution?

Refer to Attachment 5 in addition to:

- Common joint guidance;
- Clear communication of common vision and purpose;
- Fully integrated MIS; and
- Budget coordination and planning (top-down vs. local)

Local procedure manual to provided a later date.

Please submit any comments to Jeff Dickason at [jeff@tocowa.org](mailto:jeff@tocowa.org)