

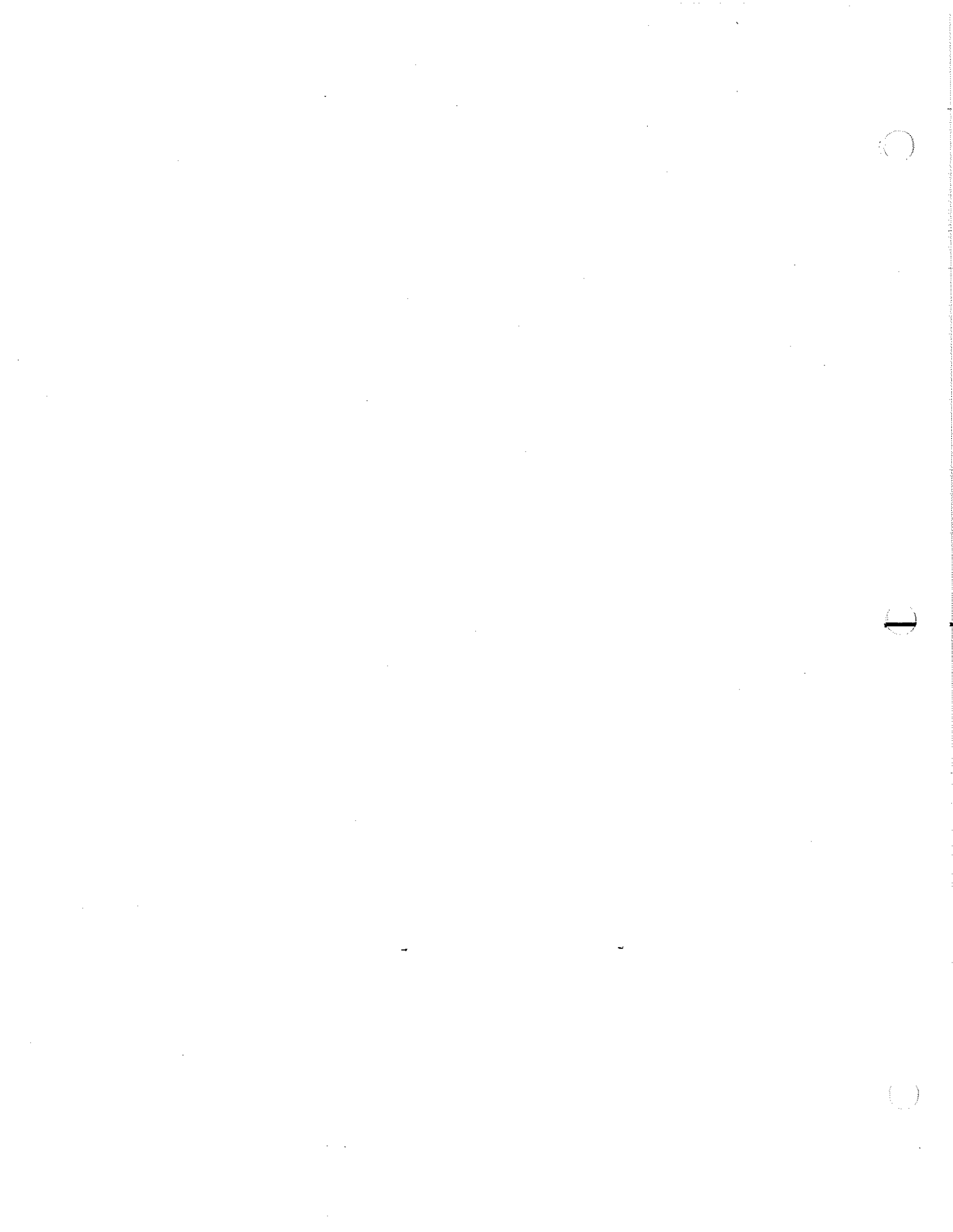
**ATTACHMENT E**  
**Related Attachments**



**ATTACHMENT E – 1**

**OWA Membership & OWA Youth Committee Membership  
And  
OWA Bylaws**

E-1a	OWA Membership
E-1b	OWA Youth Council Membership
E-1c	OWA By-Laws



**OREGON WORKFORCE ALLIANCE  
WORKFORCE INVESTMENT BOARD  
2007 MEMBERSHIP**

Updated 01-31-07

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**President - Bob Schroth  
Vice President – Craig Schmidt  
Secretary/Treasurer – Larry Blount**

**Private Sector**

**Sheila Semling, Associate**..... Region 1  
Semling's Pharmacy Term Expires October 08  
35212 Hazel Street  
St. Helens, OR 97051  
O/503-397-5568 F/503-397-5441  
[Sheila@opusnet.com](mailto:Sheila@opusnet.com)

**Jeff Hazen**.....Region 1  
Costco Wholesale Term expires: October 07  
180 SE Neptune  
Warrenton OR 97146

**Vacant** ..... Region 1  
Term expires: April 06

**\*Robert Craft, Director of Education** .....Region 6  
SMOTIS, Inc. Term expires: October 08  
P.O. Box 2274  
Roseburg, OR 97470  
O/673-7938 Cell/503-866-7335  
[bcraft@maserith.com](mailto:bcraft@maserith.com)

**Vacant** ..... Region 6  
Term expires: July 06

**Wes Melo, Operations Vice-President** .....Region 6  
Ingram Book Company Term expires: October 07  
201 Ingram Drive  
Roseburg, OR 97470  
O/679-3800 F/679-4124  
[wes.melo@ingrambook.com](mailto:wes.melo@ingrambook.com)

**Larry Blount, Owner** ..... Region 7  
Oregon Coast Llamas Term expires: October 08  
46968 Highway 101  
Langlois, OR 97450

O/348-2267 F/332-0190  
[lsblount@peoplepc.com](mailto:lsblount@peoplepc.com)

**Marce Knight**, Assistant Administrator ..... Region 7  
North Bend Medical Center Term expires: October 07  
1900 Woodland Drive  
Coos Bay, OR 97420  
O/267-5151 x294 F/267-0500  
[Marce.knight@nbmconline.com](mailto:Marce.knight@nbmconline.com)

**Oscar Johnson**, President ..... Region 7  
63299 Idaho Drive Term expires: October 07  
Coos Bay, OR 97420  
O/269-0689  
[oej@presys.com](mailto:oej@presys.com)

**Vacant** ..... Region 9

**Randy Scruggs**, Director of Housekeeping ..... Region 9  
Mid- Columbia Medical Center Term expires: October 07  
1700 E 19<sup>th</sup>  
The Dalles, OR 97058  
O/296-1111 x 7542 F/296-7618  
[randysc@mcmc.net](mailto:randysc@mcmc.net)

**Craig Schmidt**, Executive Director ..... Region 9  
Hood River County Chamber of Commerce Term expires: October 08  
405 Portway Avenue  
Hood River, OR 97031  
O/386-2000 F/386-2057  
[cschmidt@hoodriver.org](mailto:cschmidt@hoodriver.org)

**Darrel Wilson**, Executive Director ..... Region 10  
Opportunity Foundation Term expires: October 07  
P.O. Box 430  
Redmond, OR 97756  
O/548-2822 F/548-9573  
[dwilson@bendnet.com](mailto:dwilson@bendnet.com)

**Vacant** ..... Region 10

**Robin Popp** ..... Region 10  
Goodwill Industries Term expires: October 07  
61329 S Hwy 97  
Bend, OR 97702  
O/322-7222 F/617-8947  
[rpopp@gicw.org](mailto:rpopp@gicw.org)

**Stephanie Bailey**, Executive Director ..... Region 11  
Klamath County Chamber of Commerce Term expires: October 07  
706 Main Street  
Klamath Falls, OR 97601

O/884-5193 F/884-5195  
[sbailey@klamath.org](mailto:sbailey@klamath.org)

**Scott Koch**, Branch Manager ..... Region 11  
US Bank Term expires: October 08  
518 W 1<sup>st</sup> Street  
Lakeview, OR 97630  
O/947-3317 F/947-2789 O/541-883-4611  
[scott.koch@usbank.com](mailto:scott.koch@usbank.com)

**Dane Strausz**, Manager .....Region 11  
Lumbermans Term expires: October 08  
1303 N 4<sup>th</sup> Street  
Lakeview 97630  
O/947-4071 F/947-4217  
[dstrausz@yahoo.com](mailto:dstrausz@yahoo.com)

**Mark Bell**, Plant Manager ..... Region 12  
Portland General Electric Term expires: October 08  
P.O. Box 10  
Boardman, OR 97818  
O/481-8321 F/481-8333  
[mark.bell@pgn.com](mailto:mark.bell@pgn.com)

**Bob Schroth**, Department Manager ..... Region 12  
Simmons Financial Group Term expires: October 07  
P.O. Box 808  
Hermiston, OR 97838  
O/567-6367 F/567-2113  
[bschroth@simmons-financial.com](mailto:bschroth@simmons-financial.com)

**Neal Simpson**, General Manager ..... Region 12  
Round-up Athletic Club Term expires: October 07  
1415 Southgate  
Pendleton, OR 97801  
O/276-0880 F/276-1747  
[nasimpson@uci.net](mailto:nasimpson@uci.net)

**Vacant**..... Region 13

**Susan Cederholm**, Human Relations Coordinator..... Region 13  
Center for Human Development Inc Term expires: October 08  
1100 K Avenue  
LaGrande OR 97850  
O/541-962-8811 F/541-963-8385  
[scedarho@chdinc.org](mailto:scedarho@chdinc.org)

**Vacant** ..... Region 13

Term expires: July 06

**Vacant** ..... Region 14  
Term expires: October 06

**Vacant** ..... Region 14  
Term expires: July 06

**Vacant** ..... Region 14  
Term expires: July 06

**Education**

**Kenny Kent**, Superintendent.....At-large  
South Coast ESD  
88543 Weiss Estates Lane  
Bandon OR 97411  
O/541.297.8281 F/541.347.9428  
kkents@msn.com  
Term expires: January 09

**Vacant** .....At-large  
Term expires: April 06

**Labor**

**Pat Davis**, Political Director – Retired ..... At-large  
Pacific NW Council of Carpenters  
78305 Woodcock Road  
Wamic, OR 97063-9773  
O/544-2473 F/385-6839  
patdavis@centurytel.net  
Term expires: October 08

**Jerry Fletcher**, Business Representative..... At-large  
IBEW 280  
6076 SW 58<sup>th</sup> Street  
Redmond, OR 97756  
O/548-5430 F/548-8002  
ibew280@bendnet.com  
Term expires: October 07

**CBO**

**Norm Gershon**, President..... Region 6  
Umpqua Training & Employment, Inc.  
P.O. Box 1429  
Roseburg, OR 97470  
O/672-7761 F/672-2216  
norm@ute1stop.org  
Term expires: October 07

**Economic Development**

**Diana Corder**, Economic and Industrial Development Manager..... At-large  
Pacific Power  
4025 Old Hwy 99 South  
Term Expires: October 08

Roseburg OR 97470  
O/541-679-3653 F/541-679-3695  
[Diana.corder@pacificorp.com](mailto:Diana.corder@pacificorp.com)

**Vacant** .....At-large  
Term expires: July 06

### **Employment Department**

**NOTE: Employment Department Representatives cover the following categories required under the Act: Wagner-Peyser Act, Trade Adjustment Assistance, NAFTA, State Unemployment Compensation, and Migrant Seasonal Farm Workers**

**Tom Erhardt**, Ass't Director, Business Employment Services .....At-large  
Employment Department Term expires: October 07  
875 Union Street NE, Room 201  
Salem, OR 97311  
O/503-947-1207 F/503-947-1658  
[thomas.m.erhardt@state.or.us](mailto:thomas.m.erhardt@state.or.us)

**Barb Higinbotham**, Regional Manager.....At-large  
Employment Department Term expires: October 08  
P.O. Box 40  
Ontario, OR 97914  
O/889-0945 F/889-4907  
[Barbara.J.Higinbotham@state.or.us](mailto:Barbara.J.Higinbotham@state.or.us)

### **Community Colleges**

**NOTE: Carl Perkins, Adult Education & Literacy (Title II of the Act)**

**Matt McCoy**, V. President for Institutional Advancement.....Region 10  
Central Oregon Community College Term expires: October 07  
2600 NW College Way  
Bend, OR 97701  
O/383-7210 F/317-3065  
[mmccoy@cocc.edu](mailto:mmccoy@cocc.edu)

**Art Hill**, Vice President.....Region 11  
Blue Mountain Community College Term expires: January 09  
2411 NW Carden Ave  
Pendleton OR 97801  
O/541.278.5863 F/541.276.6819 C/541.379.0279  
[ahill@bluecc.edu](mailto:ahill@bluecc.edu)

### **Vocational Rehabilitation**

**NOTE: Title I of the Rehabilitation Act of 1973**

**Selaina Miller**, Employer Program Coordinator Statewide .....At-large  
Vocational Rehabilitation Term expires: October 08  
500 Summer Street NE E-87

Salem, OR 97383  
O/503-945-6485 503-947-5025  
[selaina.miller@state.or.us](mailto:selaina.miller@state.or.us)

### **Adult & Family Services**

**NOTE: Welfare to Work, TANF and Food Stamp Act**

**Vacant** .....At-large  
Term expires: July 06

**Vacant** .....At-large

### **Job Corps**

**Lyle Burmeister**, Director .....At-large  
Wolf Creek Job Corps Center Term expires: October 06  
2010 Opportunity Lane  
Glide, OR 97443  
O/496-3507 F/496-8515  
[lburmeister@fs.fed.us](mailto:lburmeister@fs.fed.us)

### **Title I Directors**

**Tom Moore**, Executive Director .....Region 10  
Central Oregon Intergovernmental Council Term expires: October 08  
2363 SW Glacier Place  
Redmond, OR 97756  
O/548-8163 F/923-3416  
[tmoore@coic.org](mailto:tmoore@coic.org)

**J.J. McLeod**, Chief Executive Officer .....Region 7  
South Coast Business Employment Corp. Term expires: October 07  
P.O. Box 1118  
Coos Bay, OR 9742  
O/269-2013 F/267-0194  
[jjmcleod@scbec.org](mailto:jjmcleod@scbec.org)

### **Migrant Seasonal Farmworkers**

**Fernando Gutierrez**, WIA 167 Manager .....At-large  
Oregon Human Development Corporation Term expires: October 08  
9600 SW Oak Street, Suite 565  
Tigard OR 97223  
O/503-245-2600 F/503-245-9602  
[fgutierrez@ohdc.org](mailto:fgutierrez@ohdc.org)

### **Native American Programs**

**Julie Withers-Lyons**, Personnel Manager .....At-large  
Conf. Tribes of the Umatilla Indian Reservation Term expires October 07  
73239 Confederated Way  
Pendleton, OR 97801





# OREGON WORKFORCE ALLIANCE YOUTH COUNCIL 2007 MEMBERSHIP

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Chair – Larry Blount  
Vice-Chair – Oscar Johnson

Sheila Semling, Associate ..... Region 1  
35212 Hazel Street  
St. Helens, OR 97051  
O/503-397-5568 F/503-397-5441      [Sheila@crpud.net](mailto:Sheila@crpud.net)

Sarah Cullison ..... Region 1  
Tongue Point Job Corps Center  
37573 Old Highway 30  
Astoria, OR 97103  
O/503-325-2131 F/503-325-5375      [cullison.sarah@jobcorps.org](mailto:cullison.sarah@jobcorps.org)

Lyle Burmeister, Director ..... Region 6  
Wolf Creek Job Corps Center  
1010 Opportunity Lane  
Glide, OR 97443  
O/496-3507 F/496-8515      [lburmeister@fs.fed.us](mailto:lburmeister@fs.fed.us)

Larry Blount, Owner ..... Region 7  
Oregon Coast Llama Ranch  
46968 Highway 101  
Langlois, OR 97450  
O/348-2267 F/332-0190      [lsblount@peoplepc.com](mailto:lsblount@peoplepc.com)

Oscar Johnson, President ..... Region 7  
63299 Idaho Drive  
Coos Bay, OR 97420  
O/269-0689      [oej@presys.com](mailto:oej@presys.com)

Craig Schmidt ..... Region 9  
Hood River County Chamber of Commerce  
405 Portway Avenue  
Hood River, OR 97031  
O/386-2000 F/386-2057      [cschmidt@hoodriver.org](mailto:cschmidt@hoodriver.org)

Leonard Norris, Executive Director ..... Region 11  
Organization of the Forgotten American  
4509 South 6<sup>th</sup> Street, Suite 206  
Klamath Falls, OR 97603  
O/882-4441 F/882-4442      [ofa11@earthlink.com](mailto:ofa11@earthlink.com)

Shelley Ena, Prevention & CCF Coordinator ..... Region 12

Umatilla County CCF  
P.O. Box 1125  
Pendleton, OR 97801  
O/278-6291 F/278-5488

[sena@oregonvos.net](mailto:sena@oregonvos.net)

Nikkol Nagle  
Tongue Point Job Corps  
37573 Old Highway 30  
Astoria, OR 97103  
O/503-325-2131 F/503-325-5375

[nagle.nikkol@jobcorps.org](mailto:nagle.nikkol@jobcorps.org)

Approved 2006

**OREGON WORKFORCE ALLIANCE**  
**An Oregon Corporation**

BYLAWS

**ARTICLE I.**

**Introduction**

Section 1: Definitions

The following terms are defined as:

**“Corporation”** means the *Oregon Workforce Alliance*, a nonprofit public benefit corporation of the State of Oregon.

**“Board”** means the board of directors of the Corporation (the Oregon Workforce Alliance)

**“Director”** means a person appointed as a director of the Board (member).

**“Participating Government”** refers to the 24 counties which make up The Oregon Consortium Workforce Investment Area.

**“Workforce Investment Act of 1998”** or **“WIA”** means that federal law codified within the United States Code as 29 USC 2811 et seq.

Name, Service, Area

Section 1: The name of the organization shall be, Oregon Workforce Alliance (OWA) an Oregon corporation.

Section 2: The corporation was organized under Chapter 61 of the unincorporated council, created by Oregon Governor Victor Atiyeh by Executive Order Number #0-7921.

Section 3: The corporation and its predecessor were established to implement the Private Sector Initiative Program, which was a program under the Comprehensive Employment and Training Act of 1973 (CETA). The Job Training Partnership Act was enacted in 1982 and replaced CETA. The Workforce Investment Act of 1998 (WIA), repealed the Job Training Partnership Act. OWA serves the functions as required by the WIA and its regulations.

Section 4: The area to be served by the corporation shall be the Workforce Investment Area of The Oregon Consortium, an area consisting of twenty-four counties designated as workforce regions, 1, 6, 7, 9, 10, 11, 12, 13 and 14.

Section 5: The official office mailing address shall be the Administrative office, presently located at: OWA, 260 SW Ferry, Suite 202, Albany, Oregon 97321.

## **ARTICLE II.**

### **Purpose**

Section 1: The corporation is a civic organization operated for educational and charitable purposes and for the promotion of social welfare in accord with sections 501(C)(3) and 501(C)(4) of the Internal Revenue Code of 1954.

Section 2: The primary purpose of the corporation is to implement a comprehensive workforce investment system intended to be customer focused to help rural Oregonians access the tools they need to manage their careers through information and high quality services, and to help Oregon companies find skilled workers.

Section 3: The Corporation may engage in fundraising activities for the purpose of supporting its purpose and programs; receive and maintain a non-restricted funds, subject to the restrictions and limitations hereinafter set forth, and use and apply the whole or any part of the income there from and there of exclusively for its stated purposes.

Section 4: The primary purpose is that associated with its role as a Workforce Investment Board as defined by the Workforce Investment Act of 1998.

## **ARTICLE III.**

### **OWA Membership**

Section 1: The corporation shall have no members or stockholders.

## **ARTICLE IV.**

### **Board of Directors**

Section 1: The affairs of the corporation shall be managed by its Board of Directors.

Section 2: The Board of Directors shall consist of a minimum of forty-eight (48) represented positions. A member may represent more than one position, therefore the total number of members may be fewer than 48.

Section 3: The membership will meet the requirements of the Workforce Investment Act. Directors of the corporation shall be appointed for two year terms. Members are appointed by the Executive Committee of The Oregon Consortium and the Board is certified periodically by the Governor.

Members may be removed for cause or due to absence within the following criteria:

1. Removal for Cause:

Cause shall be defined as:

The member is unable to effectively represent the categorical seat to which he/she is appointed due to change of employment or status that substantially alters the member's qualifications that were present and considered in making the initial appointment.

The member has conducted his/her self in a manner considered inappropriate or criminal.

Any member of the Board of Directors of the corporation may be expelled from membership of the Board upon recommendation by the Executive Committee of The Oregon Consortium and a confirmation of that recommendation by a majority vote of the Board when a quorum is present.

2. Removal for Absenteeism:

Any member of the Board who misses a total of three meetings during any 12 month period, without excuse approved by the Board President, will be subject to warning or dismissal of membership at the discretion of the Board.

The Board President shall contact a member if they miss three meetings during a 12 month period to access their interest in continuing on the board. The President will make a recommendation to the full Board regarding action to be taken.

3. Filling of Vacancies / Reappointments:

Nothing in these By-laws is intended to preclude the possibility of interested members being considered for re-appointment after expiration of a term. Any vacancy in the membership of the Board shall be filled in the same manner as the original appointment.

Section 4:

The Board of Directors shall include the following representatives:

- (a) 27 representatives of the private sector, 3 from each of the nine Workforce Regions within the Area, who shall constitute a majority of the membership of the board and who shall:
  - 1) represent business with employment opportunities that reflect the employment opportunities of the local area;
  - 2) are appointed from among individuals nominated by local business organizations and business trade associations.
  
- (c) The public sector members of the Board shall be appointed from individuals recommended by appropriate representative organizations. For example, labor representatives will be nominated by recognized state and local labor organizations. One-stop partner (public sector) represented positions will include the following:
  - 2 representatives from Education

- 2 representatives from Labor
- 2 representatives from Community Based Organizations
- 2 representatives from Economic Development
- 2 representatives from Employment Department
- 2 representatives from Community Colleges
- 1 representative from Vocational Rehabilitation
- 2 representatives from Adult and Family Services Division
- 1 representative from Migrant Seasonal Farm Workers
- 1 representative from Job Corp
- 2 representatives from WIA Title I Directors
- 1 representative from Native American Programs
- 1 representative from Community Service Block Grants

Section 5: The President of the board will represent the private sector and will be elected by the full Board of Directors.

Section 7: Attendance:

If a Board member is unable to attend a regularly scheduled quarterly meeting of the Board, notice shall be given to staff, in accordance with correspondence related to the meeting, but at least 72 hours prior to such meeting, whenever practical to do so.

## ARTICLE V.

### Oregon Workforce Alliance Officers

Section 1: The Board of Directors of the corporation shall elect officers, who shall serve for a period of one (1) year immediately following their election.

Section 2: Officers of the Board of Directors of the corporation shall consist of a President, Vice President, and Secretary/Treasurer. The officers shall be from different Workforce Regions.

Section 3: The President is the Chief Executive Officer of the corporation and as such shall generally, in consultation with the Executive Committee when appropriate, control and supervise all of the business and affairs of the corporation. The duties of the President shall be to preside at all meetings of the corporation, to appoint committees and their chairpersons as needed, and to generally perform all duties incident to the office of President.

Section 4: The duties of the Vice President shall be to perform the duties of the President in the absence of the President, and to perform such other duties and responsibilities as are set by the Board of Directors, or the President.

Section 5: The duties of the Secretary/Treasurer include the following, which shall be performed either in person or by staff: maintain all of the records of the corporation, including the minutes of any meeting, and reporting regularly to the Board on the financial status of the corporation.

Section 6: Documents to be signed by the corporation are binding if signed by the President, or the Secretary alone, unless two signatures are required, in which event the President and the Secretary of the Board of Directors shall each sign. The Board may approve such other signatories as may be necessary.

## ARTICLE VI.

### Executive Committee

Section 1: The elected officers and one member from each of the remaining Workforce Regions shall constitute the Executive Committee of the Board of Directors for a total of nine representatives. The Executive Committee shall be comprised of a minimum 50% private sector membership.

The Board of Directors may delegate to the Executive Committee or to the President alone such duties and responsibilities as may be necessary to carry out the activities of the corporation. Such duties may be delegated by the President and the Executive Committee to an Executive Director, or to such other staff person or committee of the corporation as may be deemed necessary. The activities are reported to the Board of Directors by the President.

Section 2: The Executive Committee will meet subject to the request of 4 of the 9 Executive Committee members.

Section 3: The Executive Committee has the full authority to act on behalf of the OWA on all matters requiring a timely and expeditious decision.

Section 4: The Executive Committee members will serve on the Governance Committee.

## ARTICLE VII.

### Governance Committee

Section 1: The Governance Committee is the executive partnership of The Oregon Consortium Board of Directors and the Oregon Workforce Alliance Board of Directors. The Executive Committee of The Oregon Consortium Board of Directors together with the Executive Committee of the Oregon Workforce Alliance, constitutes the Governance Committee, for a total of 18 representatives.

Section 2: A quorum of the Governance Committee shall consist of a minimum of 4 OWA members, with at least 50% representing the private sector, and 4 Consortium Executive Committee members, plus 1 additional member from either body (total of 9). The Chair of the Governance Committee will alternate between meetings between the OWA President and Consortium Board of Directors Chair.

Section 3: The Governance Committee meets subject to the call of the Chair of The Oregon Consortium, the President of OWA, and the Executive Director. Two of the three must agree to call a meeting.

Section 4: The Governance Committee has the full authority to act on behalf of The Oregon Consortium and Oregon Workforce Alliance on all matters requiring a timely and expeditious decision.

Section 5: The Governance Committee is responsible for the hiring, and firing of the Executive Director. A designated subcommittee is responsible for periodic evaluation of the Executive Director in accordance with his/her contract.

## **ARTICLE VIII.**

### Meeting Procedure, Voting Rights and Quorum

Section 1: Meeting Procedures:

- (a) The corporation shall hold regular meetings as necessary to conduct business at a time and place determined by the President with consensus from the TOC Chair and Executive Director.
- (b) Notice of all meetings of the corporation shall be given at least seven (7) working days previous by written communication.
- (c) The corporation's committees shall meet at the call of the President or the chair of such committee.
- (d) Minutes shall be kept of all meetings, and shall be available in the corporation office for anyone who requests to see them, and shall be reviewed and approved at the subsequent meeting of the corporation's Board of Directors.
- (e) The public shall be informed of meetings through public notice in accordance with Oregon Revised Statute (ORS) 192.640.

Section 2: Voting Rights:

- (a) Each member of the Board of Directors shall cast one vote on any question.
- (b) No member shall cast a vote on the provisions of services by that member, or any organization which that member directly represents, or vote on any matter which would provide direct financial benefit to that member. Such disclosure or abstinence shall be noted in the minutes. Members shall adhere to the conflict of interest sections of the Workforce Investment Act and state law or policy.
- (c) Proxy votes are not allowed.

Section 3: Quorum:

A quorum shall exist when one-half (1/2) of the members of the Board of Directors of the corporation are present, and 50% are from the private sector. A motion shall be passed or defeated by a majority of those members of the Board of Directors voting at a meeting where a quorum has been established.

**ARTICLE IX.**

Amendments to Bylaws

Section 1: These Bylaws may be amended or repealed or new Bylaws may be enacted by an affirmative vote of two-thirds (2/3) of the membership, where 50% are from the private sector, after notice, which shall specify or summarize the changes proposed to be made. Such notice shall be made no less than seven (7) days prior to the meeting at which such amendment or repeal is acted upon.

**ARTICLE X.**

General Provisions

Section 1: When parliamentary procedures are not covered by these Bylaws, *Robert's Rules of Order Modern*, shall prevail.

Section 2: Meetings of the corporation or any of its committees shall be open to the public in accordance with Oregon revised statute (ORS) 192.610. The corporation and its committees shall operate within the applicable state laws.

Section 3: Nothing in these Bylaws shall be construed to take precedence over Federal, State or local laws or regulations, or to constrain the rights or obligations of the units of government which are party to The Oregon Consortium agreement.

Section 4: Reimbursement of members of the Board of Directors or of other persons as approved by the Board, for necessary travel expenses incurred in the performance of their duties, shall be as authorized by the Board and The Oregon Consortium.

**ARTICLE XI.**

Indemnification

Section 1: The corporation shall indemnify its officers, Director, employees and agents to the extent that such person is not insured or otherwise indemnified.

Section 2: The corporation shall purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee or agent of the corporation, or is or was serving at the request of the corporation as a Director, officer, employee or agent of another corporation, against any

liability asserted against him and incurred by him in any such capacity or arising out of his status as such, whether or not the corporation would have the power to indemnify him against the liability.

## ARTICLE XII.

### Staff

Section 1: The corporation may employ staff necessary to carry out the functions and purposes of the corporation. The Executive Director of The Oregon Consortium shall be responsible for the selection, general management and supervision of all staff within the confines of the corporate budget as approved by the Board. The Executive Director shall act for the President, as delegated, in the day to day operation of the corporation. The Executive Director shall have signatory authority to carry out the operations of the corporation, as authorized by the President. The Executive Director is authorized to solicit additional funding within the mission of the corporation.

## ARTICLE XIII.

### Contracts, Loans, Checks, Deposits

Section 1: The President may authorize an officer or agent to enter into any contract, or execute or deliver any instrument in the name of and on behalf of the corporation. Such authority may be general or limited to specific instances.

Section 2: No loans shall be contracted on behalf of the corporation, and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board and signed by the President and Secretary of the corporation. Such authority may be general or limited to specific instances.

Section 3: The corporation is specifically authorized to establish checking and savings accounts necessary to the transaction of corporate business. All funds of the corporation not otherwise employed shall be deposited from time to time in the name of the corporation in such banks, trust companies or other depositories as the Board may designate.

## ARTICLE XIV.

### Severability

Section 1: All the provisions including amendments contained herein are severable and in the event any of them shall be held to negatively affect the current non-profit tax status of the corporation these Bylaws shall be interpreted as if such provisions were not contained herein.

Section 2: Also, if the Internal Revenue Service in reviewing these Bylaws shall determine that the amendments set out herein shall negatively affect the current non-profit tax status of the

corporation then the previous Bylaws approved December 17, 1981 shall remain in full force and effect.

## ARTICLE XV.

### Enactment Agreement

Section 1: These Bylaws shall become effective immediately upon the approval by a two-thirds (2/3) majority vote of the members of the Board of Directors, where 50% of private sector members are present. The signatures below constitute such majority, and a waiver of any irregularities in Notice Provisions.



**ATTACHMENT E – 2**

**TOC Executive Board Membership  
And  
Consortia Agreement**

E-2a  
E-2b

TOC Executive Board Membership  
TOC Consortia Agreement



**THE OREGON CONSORTIUM  
BOARD OF DIRECTORS  
2007 MEMBERSHIP**

Updated 03/20/07

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Chair – Judge Steve Grasty  
Vice-Chair – Commissioner Mike McCabe

*Commissioner Rita Bernhard	Columbia County Courthouse 230 Strand Street St. Helens, OR 97051 E-mail: <a href="mailto:bernhar@co.columbia.or.us">bernhar@co.columbia.or.us</a>	O/397-7201 R-1 F/397-7243
Commissioner Jeff Hazen	Clatsop County P.O. Box 1058 Warrenton, OR 97146 E-mail: <a href="mailto:jhazen@co.clatsop.or.us">jhazen@co.clatsop.or.us</a> <a href="mailto:jshazen@pacifier.com">jshazen@pacifier.com</a>	O/ R-1 W/ F/861-2080
Commissioner Charles Hurliman	Tillamook County 201 Laurel Avenue Tillamook, OR 97141 E-mail: <a href="mailto:churlima@co.tillamook.or.us">churlima@co.tillamook.or.us</a>	O/842-3403 R-1 F/842-1384
*Commissioner Joe Laurence	Douglas County Courthouse 1036 SE Douglas Avenue, Room 217 Roseburg, OR 97496 E-mail: <a href="mailto:pkhitt@co.douglas.or.us">pkhitt@co.douglas.or.us</a>	O/672-3311 R-6 F/440-4391
Commissioner Nikki Whitty	Coos County Courthouse 250 N Baxter Coquille, OR 97423 E-mail: <a href="mailto:nwhitty@co.coos.or.us">nwhitty@co.coos.or.us</a>	O/396-3121 R-7 F/396-4861
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Commissioner Bill Lennox	Wasco County 511 Washington St Suite 302 The Dalles OR 97058 E-mail: <a href="mailto:billl@co.wasco.or.us">billl@co.wasco.or.us</a>	O/506-2523 R-9
Commissioner Maui Meyer	Hood River County P.O. Box 22 Hood River, OR 97031	O/386-3970 R-9 H/386-4140 W/386-2330

## Attachment E5-2a

	E-mail: <a href="mailto:maui@gorge.net">maui@gorge.net</a>	F/386-1203
Judge Gary Thompson	Sherman County Courthouse P.O. Box 367 Moro, OR 97039	O/565-3606 R-9 F/565-3312 H/565-3260
Judge Jeanne Burch	Wheeler County P.O. Box 447 Fossil, OR 97830	O/763-3460 R-9 F/763-2124
TBD	Gilliam County P.O. Box 547 Arlington, OR 97812	O/454-2797 R-9 F/454-2185
*Commissioner Michael McCabe	Crook County 300 NE Third Street Prineville, OR 97754 E-mail: <a href="mailto:mikemccabe@prinetime.net">mikemccabe@prinetime.net</a>	O/447-6555 R-10 F/447-1051
Commissioner Mike Daly	Deschutes County Administration Building 1130 NW Harriman Bend, OR 97701 E-mail: <a href="mailto:mikeda@co.deschutes.or.us">mikeda@co.deschutes.or.us</a>	O/388-6569 R-10 F/388-4752
Commissioner John Hatfield	Jefferson County 66 SE "D" Street, Suite A Madras, OR 97741 E-mail: <a href="mailto:john.hatfield@co.jefferson.or.us">john.hatfield@co.jefferson.or.us</a>	O/475-2449 R-10 F/475-4454
*Commissioner Dan Shoun	Lake County Courthouse 513 Center Street Lakeview, OR 97630 E-mail: <a href="mailto:dshoun@co.lake.or.us">dshoun@co.lake.or.us</a>	O/947-6004 R-11 F/947-6015
Commissioner Bill Brown	Klamath County Government Center 305 Main Street, Suite 224 Klamath Falls, OR 97601 E-mail: <a href="mailto:bbrown@co.klamath.or.us">bbrown@co.klamath.or.us</a>	O/883-5100 R-11 F/883-5163
*Commissioner John Wenzholz	Morrow County 290 W. California Irrigon, OR 97844 E-mail: <a href="mailto:irmotors@oregontrail.net">irmotors@oregontrail.net</a>	O/676-9061 R-12 W/922-3941 F/922-3472
Commissioner Lawrence Givens	Umatilla County Courthouse 216 SE 4 <sup>th</sup> Room 121 Pendleton, OR 97801 E-mail: <a href="mailto:larry.givens@co.umatilla.or.us">larry.givens@co.umatilla.or.us</a>	O/278-6203 R-12 F/278-5463
Commissioner Benjamin Boswell	Wallowa County Courthouse 101 South River, Room 202	O/426-4543 R-13 F/426-0582

## CONSORTIUM AGREEMENT

WHEREAS, the Congress of the United States has enacted the Workforce Investment Act of 1998, hereinafter referred to as the ACT, to implement a comprehensive workforce investment system intended to be customer focused and to help companies find skilled workers, AND

WHEREAS, the counties of the State of Oregon which have signed this Consortium Agreement are desirous of a consortium for Workforce Investment Area status under the ACT; AND

WHEREAS, the Governor of the State of Oregon has designated the counties which have signed this Consortium Agreement as a Workforce Investment Area pursuant to the ACT,

WHEREAS, the aforementioned counties intend to comply with all regulations, changes, and amendments to the ACT and other pertinent legislation; AND

WHEREAS, Chapter 190 of the Oregon Revised Statutes permits units of local government to enter into agreements for such purposes; AND

NOW, THEREFORE, the counties which have signed this agreement hereby jointly establish The Oregon Consortium, hereinafter referred to as the CONSORTIUM, to be governed by the following articles:

### I. PURPOSE

The purpose of the CONSORTIUM is to provide the necessary political and legal framework for a Workforce Investment Area as defined in the Workforce Investment Act of 1998, and to alleviate unemployment and underemployment in the member counties.

### II. AREA OF SERVICE

- A. The geographical areas to be served are the entire counties which have signed this Agreement notwithstanding modification by future amendment.
- B. The parties to this Agreement hereby certify that state and local law permit services to be provided within the entire geographical area of the CONSORTIUM.
- C. Services will be provided throughout counties joining the CONSORTIUM. Services will not be provided in counties not signatory to the Consortium Agreement. No units of general local government within the area to be served by the CONSORTIUM have informed the CONSORTIUM that they do not wish to have services provided in their area.

### III. ORGANIZATION

#### A. Board of Directors

1. The CONSORTIUM shall be governed by a Board of Directors consisting of one (1) commissioner or judge from each of the member counties. Each member shall designate their representative, hereafter referred to as the county representative, and an alternate commissioner for the Board of Directors annually.
2. Each member county shall have one (1) vote in matters before the Board of Directors.
3. The Board of Directors shall meet at least annually. Notice of Board of Directors' meetings shall be mailed one month in advance. A quorum of the Board of Directors shall consist of a simple majority of the membership.
4. Each county representative shall be consulted during the course of the program year on matters concerning;
  - a. the employment and training plan covering their jurisdiction;
  - b. the supervision of operations in their jurisdiction;
  - c. the evaluation of local programs;
  - d. the selection of program operators within their jurisdiction;
  - e. the reallocation of funds within the local area;
  - f. appointments to the Workforce Investment Board ; and
  - g. other matters required by the ACT or its regulations.

#### B. Executive Committee

1. The Executive Committee shall be elected by the Board of Directors annually. The Executive Committee shall consist of one commissioner from each Administrative District of the Consortium.
2. The Executive Committee members shall serve two-year terms. Terms shall be staggered so that no more than 4 new members shall be selected in any one year.
3. The Executive Committee shall meet to address issues solely related to county government. Such issues may include adding or deleting counties, liability concerns or any other issues raised by a Board member.
4. The Executive Committee may meet in special session at the request of two or more Committee members. Notice of special meetings may be given by telephone twenty-four (24) hours in advance with written confirmation to follow.
5. A quorum in special session shall consist of a simple majority.

C. Governance Committee

The Governance Committee is an executive partnership of The Oregon Consortium Board of Directors and the Oregon Workforce Alliance Board of Directors. One Oregon Workforce Alliance (OWA) representative and one commissioner/judge from each Workforce Region shall serve on the Governance Committee.

A quorum of the Governance Committee shall consist of 4 OWA members and 4 Consortium Executive Committee members, and 1 additional member from either body (total of 9).

The Chair of the Governance Committee will alternate between meetings between the OWA President and Consortium Board of Directors Chair. The Governance Committee meets subject to the call of the Chair of The Oregon Consortium, the President of OWA, and the Executive Director. Two of the three must agree to call a meeting. The Governance Committee has the full authority to act on behalf of The Oregon Consortium and Oregon Workforce Alliance on all matters requiring a timely and expeditious decision.

The Governance Committee is responsible for hiring, firing and supervising the Executive Director.

D. Administrative Unit

The Oregon Consortium may employ staff necessary to carry out its functions and purposes. The Executive Director of The Oregon Consortium shall be responsible for the selection, general management and supervision of all staff within the confines of the corporate budget as approved by the Board. The Executive Director shall act for the Chair, as delegated, in the day to day operation of the corporation. The Executive Director shall have signatory authority to carry out the operations of the corporation, as authorized by the Chair. The Executive Director is authorized to solicit additional funding within the mission of the board.

IV. INSURANCE: PAYMENT OF CLAIMS

- A. The CONSORTIUM shall procure and at all times maintain liability insurance as directed by the Board of Directors. The CONSORTIUM shall procure audit liability insurance only as is available at a reasonable financial cost.
- B. The CONSORTIUM shall provide notice to each member of any claim or suit filed against the CONSORTIUM.
- C. Any proposed settlement of a claim or suit filed against the CONSORTIUM which exceeds liability insurance coverage limits must be approved by a majority of the members.
- D. If damages are awarded against the CONSORTIUM above liability insurance coverage limits in any suit or action, CONSORTIUM assets must be used to cover the excess damages first unless otherwise directed by the Board.

- E. Once insurance resources and CONSORTIUM assets have been exhausted in satisfaction of any claim against the CONSORTIUM or its members, any remaining monetary liability shall be apportioned among the recipients of CONSORTIUM funds in direct proportion to total funds allocated for the specific program for which the liability arose.

V. MAINTENANCE OF AGREEMENT

- A. This agreement is in effect from October 1, 1983 until a motion to dissolve the CONSORTIUM is accepted by a two-thirds vote of the Board of Directors. This agreement shall be reviewed periodically by the Board at least every two years.
- B. Member counties should express their intention regarding withdrawal for the next program fiscal year at least one hundred twenty (120) days prior to the start of that year.
- C. Agreement amendments for the purpose of adding additional counties, or for other purpose of modification, shall be referred to the whole Board of Directors for voting. This may be accomplished by mail. Amendments must be approved by two-thirds vote of the Board of Directors.

Signed:

Dated:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
County

**ATTACHMENT E – 3**

**OWA One-Stop Certification Criteria & Checklist  
And  
One-Stop Business Plan Template**

E-3a  
E-3b

OWA One Stop Certification Criteria  
One-Stop Business Plan Template



## **OWA One-Stop Certification and Re-certification Process Checklist**

**Background** – The following documents are required for the One-Stop Certification and Re-certification process and will be submitted by each region seeking One-Stop Certification and Re-certification by OWA:

?

A completed One-Stop Certification and Re-certification process checklist (this document) with all requested information provided and indicated by completed check boxes.

?

A completed cover document / letter of transmittal containing the following elements:

- a. Request to OWA for One-Stop certification or re-certification;
- b. List of the members of the business-led committee involved in the certification or re-certification process;
- c. List of attachments, including the completed One-Stop certification and re-certification tool;
- d. Assurances that the regional process was conducted in accordance with the approved TOC/OWA policy; and
- e. Request to agendaize for presentation and action at the next OWA quarterly meeting (please indicate the desired date)

?

A completed One-Stop Certification and Re-certification tool, including all relevant attachments.

**Reminder** – regional requests and materials are due to the TOC/OWA Administrative Office a minimum of 30 days prior to the OWA quarterly meeting to allow time for review and inclusion in the OWA meeting packet. OWA meetings will be held on:

- July 19 – 20, 2007

All regions wishing to participate in the One-Stop certification and re-certification process must do so in the next year, with OWA approval of the request for One-Stop certification occurring during one of these three meetings.

**Staff contact:** Jeff Dickason, Chief Operations Officer, 1 (866) 888 – 4862.

## Sample Letter

[Date]

Bob Schroth, President  
Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany OR 97321

Re: OWA One-Stop Certification and Recertification

Dear Mr. Schroth,

On behalf of Oregon's workforce region \_\_\_\_, we request OWA [certification or re-certification] of [identify the One-Stop] in accordance with the OWA policy for the Certification and Re-certification of One Stops and section 121 of the Workforce Investment Act.

Our regional process was led by committee members [provide the list] according to TOC/OWA guidance. Please direct any questions pertaining to the process to [name of the committee chair or RWIB staff, and contact information].

We've enclosed the following documents pursuant to this process:

- Completed process checklist; and
- Completed certification/re-certification tool, including attachments.

We can assure that our regional process was conducted in accordance with approved TOC/OWA policy. We request the opportunity to present our recommendations to [certify / re-certify] at the OWA quarterly meeting scheduled for [add the date of the OWA quarterly meeting, making sure that at least 30 days notice has been provided].

[Please include additional information submitted by your region or the certification committee, as appropriate].

Sincerely,

[Name]  
Region \_\_\_\_ RWIB Chair

Attachments

## **Oregon Workforce Alliance One-Stop Certification and Re-certification Criteria Version 2.0**

**Background** – In accordance with section 121 of the Workforce Investment Act and in compliance with OWA policy, this document provides structure to the mandated role of the Local Workforce Investment Board for the certification and re-certification of One-Stops within the Local Area. The process for certification requires active participation by private sector board members at the regional level through the creation of a private sector led regional review committee that will lead the certification process. The regional review process will culminate in a regional recommendation for One-Stop certification (or re-certification) to the Local Workforce Investment Board (The Oregon Workforce Alliance). The process is also expected to consider and inform continuous improvement efforts in the One-Stop system.

The certification process is applicable to those One-Stop centers that have been previously certified and for centers seeking new certification. The same criteria and process applies to both One-Stop centers seeking new certification and to those seeking re-certification. The one difference is the requirement to address continual improvement by sites seeking re-certification. One-Stop centers that seek certification or re-certification and that do not meet some of the criteria may be provided with a developmental certification. A developmental certification requires that benchmarks be established around the certification criteria that are not met and that time lines be established for bringing the One-Stop into compliance. The certification process also establishes a limited set of criteria that must be addressed in order for certification as an affiliate site.

Under state policy, Local Workforce Investment Boards (LWIBs) must re-certify local WorkSource Oregon (WSO) One Stop Centers at least once every two years. LWIBs will not certify and brand WSO One Stop Centers that do not meet the minimum certification criteria within the timelines defined by the LWIB.

Under the process established by the Oregon Workforce Alliance (OWA), Regional Workforce Investment Boards (RWIBs) will recommend to OWA the certification or re-certification of a One-Stop site based upon the degree to which the applicant One-Stop Center has met the certification criteria. Where criteria are not met and certification is desired, the benchmarks and a time line by which the One Stop Center will be in compliance with the minimum criteria will be established by the RWIB in its recommendation to OWA. The RWIB may also recommend the certification of a site as an affiliate. The minimum standards for certification are detailed in the OWA One-Stop certification checklist.

**One-Stop Certification Checklist**

<b>RWIB requesting One-Stop Certification:</b>	
<b>Name of One-Stop:</b>	
<b>Location/Address of One-Stop:</b>	
<b>Time Period for Certification (2 Years):</b>	
<b>Partners Represented on-site either part or full-time:</b>	
<b>? Oregon Employment Department</b>	<b>? WIA Title 1B</b>
<b>? Veterans Employment Programs</b>	<b>? Worker Re-Training</b>
<b>? Claimant Placement Program</b>	<b>? Early Intervention Services</b>
<b>? Labor Exchange</b>	<b>? Rapid Response to Plant Closures</b>
<b>? Migrant Farm Worker Services</b>	<b>? Post-Secondary Voc-Tech</b>
<b>? NAFTA / Trade Assistance Act</b>	<b>? Adult Basic Education Programs</b>
<b>? Worker Profiling</b>	<b>? English as a Second Language</b>
<b>? DHS TANF</b>	<b>? Community Services Block Grant</b>
<b>? Welfare to Work</b>	<b>? _____</b>
<b>? Vocational Rehabilitation Services</b>	<b>? _____</b>
<b>? Title V Older Americans Act</b>	<b>? _____</b>
<b>? HUD Employment &amp; Training</b>	<b>? _____</b>
<b>Certification Level being requested:</b>	
<b>? Full Certification</b>	Meets all certification requirements based on the presence of all components and indicators.
<b>? Developmental Certification</b>	Meets some certification requirements based on the certification assessment. Benchmarks, time lines and a plan are in place to address all components by <i>(insert date)</i> _____.
<b>? Affiliate Site Certification</b>	Meets required certification components for an affiliate site and does not plan to pursue full certification.

**1. Development Criteria**

<b>A. A Business Plan is in Place</b>										
<p><b>? Met    ? Not Met</b></p>	<p><b>For full or developmental certification, each One Stop Center must complete a business plan that addresses the following categories for performance excellence. The business plan may be addressed through the unified planning process or a modification of the plan. A business plan is not required for affiliate site certification.</b></p>									
<p><b>Directions:</b></p> <p>The business plan contains six elements:</p> <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Planning</li> <li>• Marketing</li> <li>• Integration</li> <li>• Quality Service</li> <li>• Continuous Improvement</li> </ul> <p>To meet certification standards there must be clear evidence based on the presence of the component indicators that each component of the business plan has been addressed.</p> <p>If any component shows some evidence or no evidence based on the indicators for each component then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><u>Scoring:</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(5 - 4)</td> <td style="text-align: center;">(3 - 1)</td> <td style="text-align: center;">(0)</td> </tr> <tr> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> </td> </tr> <tr> <td style="text-align: center;"><b>Clear Evidence</b></td> <td style="text-align: center;"><b>Some Evidence</b></td> <td style="text-align: center;"><b>No Evidence</b></td> </tr> </table> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 - 3 must be</li> </ul>	(5 - 4)	(3 - 1)	(0)	-----	-----		<b>Clear Evidence</b>	<b>Some Evidence</b>	<b>No Evidence</b>	<p><b>Business plan components:</b></p> <p><b>? Internal Leadership</b> – One-Stop center staff work together to promote quality service delivery and continuous improvement.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Staff is aware of and supports overall One Stop Center goals.</li> <li>• Core strengths of on-site partners are used effectively to meet center goals.</li> <li>• Work processes promote collaboration and information sharing across partners.</li> <li>• Staff is provided opportunity for cross training.</li> </ul> <p><b>? Planning (Customer / Business Focus)</b> – One-Stop center staff plans to meet community workforce needs based on information gathered from job seekers and the business community.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Center identifies / tracks workforce related community issues.</li> <li>• Staff is familiar with the characteristics of the labor market they serve.</li> <li>• Staff uses community demographics and other information to establish and implement specific goals and action steps to address community / business needs.</li> </ul> <p>Center has established a primary vision and focus that is clearly communicated to staff and customers.</p> <p><b>? Marketing Strategy</b> – The center has established or is working toward establishing an identity in the community such that customers (both job seekers and employers) are aware of and make use of One-Stop center resources.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Visible signage &amp; Logo.</li> </ul>
(5 - 4)	(3 - 1)	(0)								
-----	-----									
<b>Clear Evidence</b>	<b>Some Evidence</b>	<b>No Evidence</b>								

<p><b>A. A Business Plan is in Place</b></p>	
<p>accompanied by a comment indicating the deficiency.</p>	<ul style="list-style-type: none"> <li>• Listing of all partners displayed.</li> <li>• Marketing materials clearly convey the primary vision and focus on the One Stop Center.</li> <li>• There is joint outreach and marketing of the One-Stop system.</li> </ul>
	<p><b>? Service Integration</b> – The center has established a common intake system and has trained staff to address the employment, training and recruitment needs of customers.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• The center has adopted a common intake form (excluding eligibility) and confidentiality – information sharing release that is used and recognized by all the partners on-site.</li> <li>• A referral system is in place among on-site partners to promote efficient and value-added delivery of services.</li> <li>• Staff is trained to address the employment and training needs of customers and to assist employers in their recruitment and workforce development needs.</li> <li>• All staff help to identify and implement service delivery improvements.</li> <li>• The initial point of contact has information on all programs and services.</li> <li>• Customer orientations provide information on all programs and services.</li> <li>• The partners as a whole coordinate and leverage services effectively, share information and resources readily, and are held accountable to common quality standards and performance measures.</li> </ul>
	<p><b>? Quality Service Delivery/Customer Feedback</b> – One-Stop center staff design and deliver services to meet both employer and job seeker customer needs and expectations. The center regularly assesses the quality and accessibility of services.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• The center collects, reviews and responds to customer satisfaction data.</li> <li>• Services and information are reasonably</li> </ul>

<b>A. A Business Plan is in Place</b>	
	<p>available to all customers, including those with disabilities and those with limited English proficiency.</p> <ul style="list-style-type: none"> <li>• Center services and design facilitate customer choice and options.</li> <li>• Center staff assists customers in getting the services they need, even when those services are not available through on-site partners.</li> <li>• Center services do not unnecessarily duplicate those offered by other private, public and non-profit entities in the community.</li> </ul>
	<p><b>? Customer Service Improvement Model / Information and Analysis / Accountability –</b> The center collects and uses performance data for management and service improvements. The center collects and uses performance data.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• The Center uses performance benchmarks and targets in assessing results.</li> <li>• The center uses performance data to set direction and make course adjustments.</li> <li>• Center programs meet or exceed individual program performance or plan to do the same.</li> </ul>

<b>B. OWA Certification Process was followed</b>	
<b>? Met    ? Not Met</b>	<b>A committee appointed by the RWIB and including RWIB business members used the OWA certification criteria and tool to conduct an on-site review and to prepare a recommendation for full, developmental or affiliate site certification of the One-Stop center to OWA.</b>
<b>Directions:</b>	<b>Process Components:</b>
<p>The OWA certification process has six steps:</p> <ul style="list-style-type: none"> <li>• Form a review committee</li> <li>• On-site assessment</li> <li>• Scoring &amp; Feedback</li> <li>• Recommendation</li> <li>• RWIB Action</li> <li>• Request to OWA</li> </ul> <p>Each of the six process components must be <u>completed</u> or a <u>Not Met</u> designation must be marked.</p>	<b>? Review Committee –</b> a private sector committee is designated by RWIB to complete the on-site certification assessment of the One-Stop.
	<b>? Onsite Assessment –</b> the RWIB committee conducts on-site One-Stop certification review.
	<b>? Scoring &amp; Feedback –</b> the RWIB committee scores the certification assessment to determine the level of certification, considers evidence of continual improvement for re-certification requests, and establishes benchmarks and time lines to correct areas where the One-Stop does not meet certification criteria.

<b>B. OWA Certification Process was followed</b>	
	? <b>Recommendation</b> – the RWIB committee makes recommendation for full, developmental or affiliate site certification.
	? <b>Action</b> – the RWIB takes action on the committees' recommendation
	? <b>Request to OWA</b> – the RWIB forwards certification request and materials to OWA

**2. Physical Location meets minimum requirements**

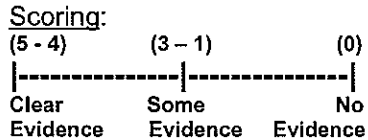
<b>Physical Location meets requirements</b>										
<b>? Met    ? Not Met</b>	<b>Each certified One-Stop center or affiliate site will include a physical site that includes the following components.</b>									
<b>Directions:</b>	<b>Physical Site Components:</b>									
<p>Physical site requirements include nine components:</p> <ul style="list-style-type: none"> <li>• Signage</li> <li>• Environment</li> <li>• Resource Room</li> <li>• Accessibility</li> <li>• Hours of Operation</li> <li>• Tracking system</li> <li>• Staff assistance</li> <li>• Phone system</li> <li>• Meeting space</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><u>Scoring:</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">(5 - 4)</td> <td style="text-align: center;">(3 - 1)</td> <td style="text-align: center;">(0)</td> </tr> <tr> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> ----- </td> <td style="text-align: center;"> </td> </tr> <tr> <td style="text-align: center;"><b>Clear Evidence</b></td> <td style="text-align: center;"><b>Some Evidence</b></td> <td style="text-align: center;"><b>No Evidence</b></td> </tr> </table> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be</li> </ul>	(5 - 4)	(3 - 1)	(0)	-----	-----		<b>Clear Evidence</b>	<b>Some Evidence</b>	<b>No Evidence</b>	<p>? <b>Signage</b> – The site is clearly identified as a WorkSource Oregon center through external signage – whether using WorkSource Oregon as the primary or as a co-brand. For full and developmental certification external signage will utilize the generic WSO logo rather than a version of the logo that identifies the location as the site of a specific partner. For affiliate site certification external signage may use a version of the logo that identifies the location as the site of a specific partner.</p> <p>? <b>Environment</b> – The site creates an environment that is business like and completely focused on the needs of the business community, the importance of preparing individuals to become successful employees, and meeting the needs of job seekers.</p> <p>? <b>Resource Room</b> – The site utilizes a Resource Room as the core of its service delivery strategy. A resource room must make available to job seeker customers the following:</p> <ul style="list-style-type: none"> <li>• Phone(s)</li> <li>• Internet Access</li> <li>• Staff to assist with job search</li> <li>• Printer(s)</li> <li>• Fax(es)</li> <li>• Copier(s)</li> <li>• Printed / hard copy resource information</li> </ul> <p>? <b>Accessibility</b> – The site provides for</p>
(5 - 4)	(3 - 1)	(0)								
-----	-----									
<b>Clear Evidence</b>	<b>Some Evidence</b>	<b>No Evidence</b>								

<p>awarded.</p> <ul style="list-style-type: none"> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 - 3 must be accompanied by a comment indicating the deficiency.</li> </ul>	<p>accessibility for all populations (this includes access to ADA accommodations, appropriate signage, the availability of materials in languages that are predominant in the community, etc.), access to translation services through language translation services.</p>
	<p>? <b>Hours of Operation</b> – The site has established minimum hours of operation that allow job seekers to access services as conveniently as possible.</p>
	<p>? <b>Tracking System</b> – The site has a tracking system to monitor the utilization of services, providing for counts of participants using the site in any given period.</p>
	<p>? <b>Staff Assistance</b> – The site has a greeter or a person designated to direct customers to the services they need.</p>
	<p>? <b>Phone System</b> – The site includes an integrated phone system so that call in customers can efficiently reach a live person when they need to do so.</p>
	<p>? <b>Meeting Space</b> – The site has private meeting space(s) to facilitate the sharing of confidential information when needed (e.g. employer interviews, vocational rehabilitation staff consultation with clients, etc.).</p>

**3. WSO Center meets minimum service requirements**

<p><b>A. Job Seeker minimum services requirements</b></p>	
<p><b>? Met    ? Not Met</b></p>	<p><b>Each certified One-Stop center or affiliate site will provide the following minimum level of Job Seeker services.</b></p>
<p><b>Directions:</b></p>	<p><b>Universal / Self-Service Indicators (Applies to Affiliate Site locations):</b></p>
<p>Job Seeker services include four over-arching components:</p> <ul style="list-style-type: none"> <li>• Universal Services</li> <li>• Core Services</li> <li>• Intensive Services</li> <li>• Training Services</li> </ul> <p>To meet full certification standards there must be clear evidence of the presence of the indicators for each of the four components. An affiliate site is responsible only for meeting the Universal / Self-Service Indicators.</p>	<p>? <b>Orientation</b> – Introductory workshop or other mechanism to introduce customers to services available at the center and through referral.</p>
	<p>? <b>UI Information</b> – Access to unemployment insurance information is available by phone.</p>
	<p>? <b>Labor market information</b> – provides occupational supply and demand information, skills required by occupation, and current average wage information.</p>

If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.



Each component will be individually scored.

- If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.
- If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.
- If there is no evidence of the component then a score of 0 will be awarded.
- A score of 0 - 3 must be accompanied by a comment indicating the deficiency.

? <b>Labor Exchange</b> – (for example iMatchSkills) is available on-site.
? <b>Job Search Assistance</b> - Computerized, automated and staff assisted job search assistance is available on-site.
? <b>Workshops</b> – that help individuals succeed in their job search are available.
? <b>Information &amp; referral</b> – to provide information regarding services in support of a self-referral to partnering programs.
? <b>Training and Re-Training Information</b> – to provide information on the availability of training, providers of training, and cost and performance of the training providers in support of a selection of a training program.
? <b>Performance Information</b> – on the One Stop Center or system is available on-site.
? <b>Supportive Services</b> – information on the availability of supportive services through WIA 1B or other partner or community resources are available.
<b>Core Service Indicators (Not required for Affiliate Site locations):</b>
? <b>Initial Assessment</b> - to evaluate job readiness based on job skills, experience, aptitudes, interests and abilities.
? <b>Eligibility Determination</b> – is available on-site for WIA 1B or on-site or by phone for the services of other partners located in the One-Stop center.
? <b>Job Counseling</b> – assists customer in determining services available and best use of information.
? <b>Job Search Assistance</b> – individualized staff assistance for job seekers requiring assistance.
? <b>Staff Assisted Workshops &amp; Job Clubs</b> – staff assisted workshops for job seekers intended to inform, educate and build the skills necessary for a successful job search.

	<p>? <b>Job Referral &amp; Placement</b> – allows access to available jobs an posting of resumes.</p>
	<p>? <b>Assessment &amp; referral</b> - to provide a value added referral to partnering programs.</p>
	<p>? <b>Follow-up services</b> - to assist an exited participant in finding, retaining or acquiring the skills necessary to advance in employment.</p>
	<p><b>Intensive Service Indicators (Not required for Affiliate Site locations):</b></p>
	<p>? <b>Comprehensive Assessment</b> - to evaluate using standardized assessment tools the job readiness, experience, aptitudes, interests and abilities of a job seeker.</p>
	<p>? <b>Development of an Individual Service Strategy</b> - to evaluate using standardized assessment tools the job readiness, experience, aptitudes, interests and abilities of a job seeker.</p>
	<p>? <b>Case Management and Job Search Assistance Counseling</b> – individualized staff assistance for job seekers requiring intensive assistance promoting a successful job search or employment re-entry.</p>
	<p>? <b>Case Coordination</b> – individualized case management for job seekers requiring the coordination of services among partners.</p>
	<p><b>Training Service Indicators (Not required for Affiliate Site locations):</b></p>
	<p>? <b>Occupational Skills Training</b> – support and assistance for clients requiring additional skills to successfully enter, retain or regain employment at a self-sufficiency wage.</p>
	<p>? <b>Skills Upgrading / Re-training</b> – support and assistance for clients requiring additional skills to successfully enter, retain or regain employment.</p>
	<p>? <b>On-the-Job Training</b> – with a specific employer supporting clients requiring additional employer specific skills to successfully enter, retain or regain employment.</p>
	<p>? <b>Customized Training</b> – with a specific employer supporting groups of clients requiring additional employer specific skills to successfully enter, retain or regain employment.</p>

<b>B. Business Services minimum requirements</b>	
<p><b>? Met    ? Not Met</b></p>	<p><b>Each certified One-Stop center will provide the following minimum level of Business services on-site, via phone or by referral. Not required for Affiliate Site locations.</b></p>
<b>Directions:</b>	<b>Business Services Components:</b>
<p>Business services include five mandatory components:</p> <ul style="list-style-type: none"> <li>• Labor Exchange</li> <li>• Labor Market Information</li> <li>• Recruitment Assistance</li> <li>• Service Brokerage</li> <li>• Rapid Response</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of each of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p>	<p><b>? Labor Exchange</b> (for example iMatchSkills)</p>
	<p><b>? Labor market information</b></p>
	<p><b>? Recruitment Assistance</b></p>
	<p><b>? Service brokerage</b> – to help businesses access other services. For example: opportunities for incumbent workers training support via EWTF or Regional Investment Boards, or Community College customized training departments, etc.</p>
	<p><b>? Rapid Response</b> – employer assistance and early intervention to prevent a worker layoff, business down-sizing or closure and employer and worker assistance when such events occur.</p>
<p><b>Scoring:</b> (5 - 4)                      (3 - 1)                      (0)</p> <p style="text-align: center;"> ----- ----- </p> <p style="text-align: center;">Clear                      Some                      No</p> <p style="text-align: center;">Evidence                      Evidence                      Evidence</p> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 – 3 must be accompanied by a comment indicating the deficiency.</li> </ul>	

<b>C. Staffing of the One-Stop meets minimum requirements</b>	
<p><b>? Met    ? Not Met</b></p>	<p><b>Each certified One-Stop center will have staff who work together to support the service delivery of the center, regardless of the organization for which they work. Not required for Affiliate Site locations.</b></p>
<b>Directions:</b>	<b>One Stop Staffing Components:</b>
<p>One-Stop staffing requirements include seven components:</p> <ul style="list-style-type: none"> <li>• OED &amp; WIA 1B Staff</li> <li>• Partner Staff</li> <li>• Service Delivery</li> <li>• Staff Identification</li> </ul>	<p><b>? OED &amp; WIA Title 1B</b> – staff are available on-site</p>
	<p><b>? Other Partners</b> – staff of other partners are available on-site based on community needs and the availability of space within the physical site.</p>

<ul style="list-style-type: none"> <li>• Staff Diversity</li> <li>• Information Sharing</li> <li>• Shared Policy Framework</li> </ul> <p>To meet certification standards there must be clear evidence of the presence of each of the components.</p> <p>If any component shows some evidence or no evidence of being in place then a developmental certification plan may be established to bring the One-Stop center into compliance with certification criteria. Once in compliance, the One-Stop center may re-apply for full certification.</p> <p><u>Scoring:</u></p> <p>(5 - 4)                      (3 - 1)                      (0)   ----- -----   <b>Clear                      Some                      No</b>  <b>Evidence   Evidence   Evidence</b></p> <p>Each component will be individually scored.</p> <ul style="list-style-type: none"> <li>• If there is clear evidence of the presence of the component then a score of a 5 or 4 may be awarded.</li> <li>• If there is some evidence of the presence of the component then a score of 3 - 1 may be awarded.</li> <li>• If there is no evidence of the component then a score of 0 will be awarded.</li> <li>• A score of 0 – 3 must be accompanied by a comment indicating the deficiency.</li> </ul>	<p>? <b>Service Delivery</b> – Partners are committed to providing adequate staffing to deliver services to the community based on community need.</p>
	<p>? <b>Staff Identification</b> – staff are clearly identifiable as part of the WSO center, rather than as separate organizations (for example staff were name tags with the WSO label).</p>
	<p>? <b>Staff Diversity</b> – staff reflect the demographics of the community to the greatest extent possible.</p>
	<p>? <b>Information Sharing</b> – agreements are in place among partners to support information sharing and to address confidentiality issues to allow staff to work together.</p>
<p>? <b>Shared Policy Framework</b> – while it is understood that all staff working on site at a WSO center must abide by the rules and policies of their host agency, WSO staff also abide by a shared policy framework the includes:</p> <ul style="list-style-type: none"> <li>• Common policies that clarify how staff will work together, and how complaints will be handled (such as the MOU, MOA, Resource Sharing Agreement, etc.).</li> <li>• Shared performance planning and reporting is in place to assure that all staff are working toward excellence of the WSO center, as well as their own organizational performance standards.</li> <li>• Locally defined means of measuring and reporting customer satisfaction for all customers (job seekers, business, etc.).</li> <li>• Mechanisms for assuring continuous improvement of outcomes.</li> </ul>	



**OWA One-Stop Business Plan Template**

Table of Contents

Business Profile.....2

Defining the Business.....2

Leadership.....2

Relationships & Roles .....3

Customer and Market Focus .....4

Information Gathering and Decision Making.....5

Human Talent.....6

Process Management.....7

Business Results .....7

### **Business Profile**

1. Center Name:
2. One- Stop Operator / Consortium of Operators, Contact Info.:
3. Hours and Days Open to Customers:
4. List of Partners On-Site:

### **Defining the Business**

1. What community(s) are served through the <one-stop name> under this plan?
2. Other than regulatory requirements, what was the reason for the establishment of the <one-stop name> as it currently exists?
3. How will the <one-stop name>benefit the customer rather than the organizations?
4. What is the <one-stop name> vision and mission?
5. What is the <one-stop name> primary business objective?
6. What is the concise definition of the <one-stop name> core business as it relates to the local labor market?
7. What is the <one-stop name>center/site's relationship to other community service providers?

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### **Leadership**

The one-stop operator or consortium of operators is vital to any Center's success. The leadership of management operationalizes the direction set by the RWIB, sets expectations and is responsible for assuring value for customers.

1. List the management personnel within operator or consortium of operators. Explain the role of each including who will exercise primary leadership responsibilities.
2. Please explain who will be in charge when management is offsite.

3. How is the vision and direction set by the RWIB communicated to the staff, and what specifically does the management do to ensure that its values are being implemented throughout the Center?
4. How is the effectiveness of the management measured?
5. Describe how the management better define and strengthen itself regarding customers, the environment, financial risks organizational capacity and partners' capacity?
6. Summarize how the management will operationalize the LWIBs strategic plan?
7. Describe how leadership uses customer data?

**Relationships & Roles**

1. On-Site Center Partners and Roles

Partner	Role in Management and/or Organization of Center

2. Off-Site Center Partners and Roles

Partner	Role in Management and/or Organization of Center


3. Describe how “seamless” service delivery is accomplished among on and off site partners.
4. What process is in place for partners to determine and reach consensus on joint goals?

**Customer and Market Focus**

This section examines how your Center determines the expectations, requirements and needs of customers and markets.

1. Customer demographics and special populations

Customer Category	Demographics

2. Please describe the region's overarching initiatives/objectives for providing services to job seekers?

- a. The response should demonstrate those efforts to the needs of the general job seeker customer base, but to specifically targeted job seeker constituencies as well (UI claimants, Veterans, LEP participants, the Disabled, Offenders, Low income etc.).
  - b. The response should clearly explain the basis of the area's job seeker strategies/service design, the anticipated service and performance goals and the expected benefit to the regional economy.
  - c. What is the current satisfaction rate and historical satisfaction rate, if available?
3. Please describe the region's overarching initiatives/objectives for providing services to employers?
- a. The response should describe how the planned focus will apply not only to business customers in general, but to any sectors/clusters of the business community based on their projected significance in promoting economic stability and development in the regional area.
  - b. The response should clearly explain the basis of the area's employer strategies/service design, the anticipated service and performance goals and the expected benefit to the regional economy.
  - c. What is the current satisfaction rate and historical satisfaction rate, if available?
4. How do you create value and ensure continued relevance of your service offerings for your customers (both job seeker and employer)?
5. Describe any targeted program outreach efforts for businesses and jobseekers. How were these specific targets determined?

#### **Information Gathering and Decision Making**

This section examines the Center's information gathering, analysis and uses of data.

After reviewing Appendix A - System Indicators and Appendix B - Critical Success Factors, determine what to benchmark, define the measures, develop data collection methodology, and collect data (see figure 1 benchmarking roadmap below).

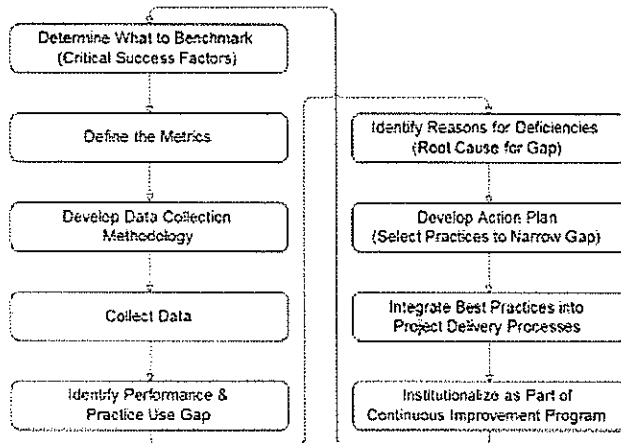


Figure 1 Benchmarking Roadmap

1. What benchmarks and measures did you select and why did you select them? Note: Customer satisfaction (employer and jobseekers) is a required measurement.
2. How will you gather the information against the benchmarks and measures? Describe the type of information collected, when, who often and the measurement tools used?
3. Explain how the information against the benchmark and measures will be used to improve services to customers?
4. Describe how all levels of staff will be involved in continuous quality improvement process and how improvement data will be used from the desk level to the policy level?

### Human Talent

This section examines how your one-stop center motivates and enables staff to develop and utilize their full potential. Additionally this section reviews the center's efforts to build and maintain a work environment conducive to performance excellence.

1. How does your Center organize and manage work to promote interagency cooperation, problem-solving and innovation?
2. How is it decided what training is needed to assist staff in achieving Center goals? Are there new or ongoing training needs identified and an interagency plan for implementation in place?
3. How does the staff evaluation system support improved performance?
4. How do you recognize and reward staff?

5. What additional ways can the one-stop operator or consortium of operators maximize staff resources available to the Center?
6. Describe how ethics is promoted through out the Center. How does staff know these ethical expectations?

### **Process Management**

This section examines the key aspects of how your Center effectively manages processes including customer focus, product/service delivery and internal support.

1. Describe the communication mechanisms, including technology, used to communicate between agencies and workers about customers, services and practice.
2. Identify and describe the universal services available and the processes used to ensure access by customers. What new services have been added since initial certification and why. Also describe those services that may no longer be provided or are provided differently since the initial certification.
3. Identify and describe the services beyond universal that are available and the processes used to ensure access by customers.
4. Describe the processes and tools used to ensure customers are provided access to partners' programs and other community programs.
5. Describe the process by which customers are provided accurate, timely consumer reports information to assist them in making choices among service and training providers.

### **Business Results**

The business results section examines your Center's performance and improvement in key business areas. This section is where you will document results from the elements in the previous sections in a numerical or graphical format.

1. Describe what outcomes are measured and how. Provide a chart or table of those outcomes, including any historical data available since the initial certification.
2. Please describe any economic, legislative, funding, policy or organizational influences since the initial certification and how the system responded to it. Describe any anticipated influences and plans for dealing with them.

3. What does customer (job seeker and business) feedback say about their expectations and changing needs?

**ATTACHMENT E – 4**

**Regional Documents**

- E – 4a RWIB Letters Approving & Adopting TOC/OWA Plan
- E – 4b Memorandum of Understanding
- E – 4c Resource Sharing Agreements





Douglas County Regional  
**WORKFORCE INVESTMENT BOARD** REGION VI  
Douglas County's Workforce One Stop: [www.DouglasWorkLinks.net](http://www.DouglasWorkLinks.net)

*Working with Economic Development,  
Community Development, and  
Workforce partners to create a skilled,  
well-prepared workforce meeting  
business, community, and individual needs.*

March 23, 2007

The Oregon Consortium  
Attn: Jeff Dickason  
260 SW Ferry, Suite 202  
Albany, OR 97321

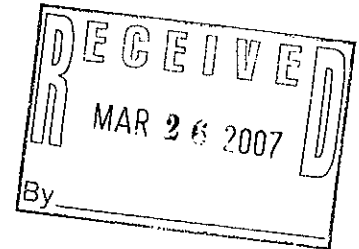
Dear Jeff:

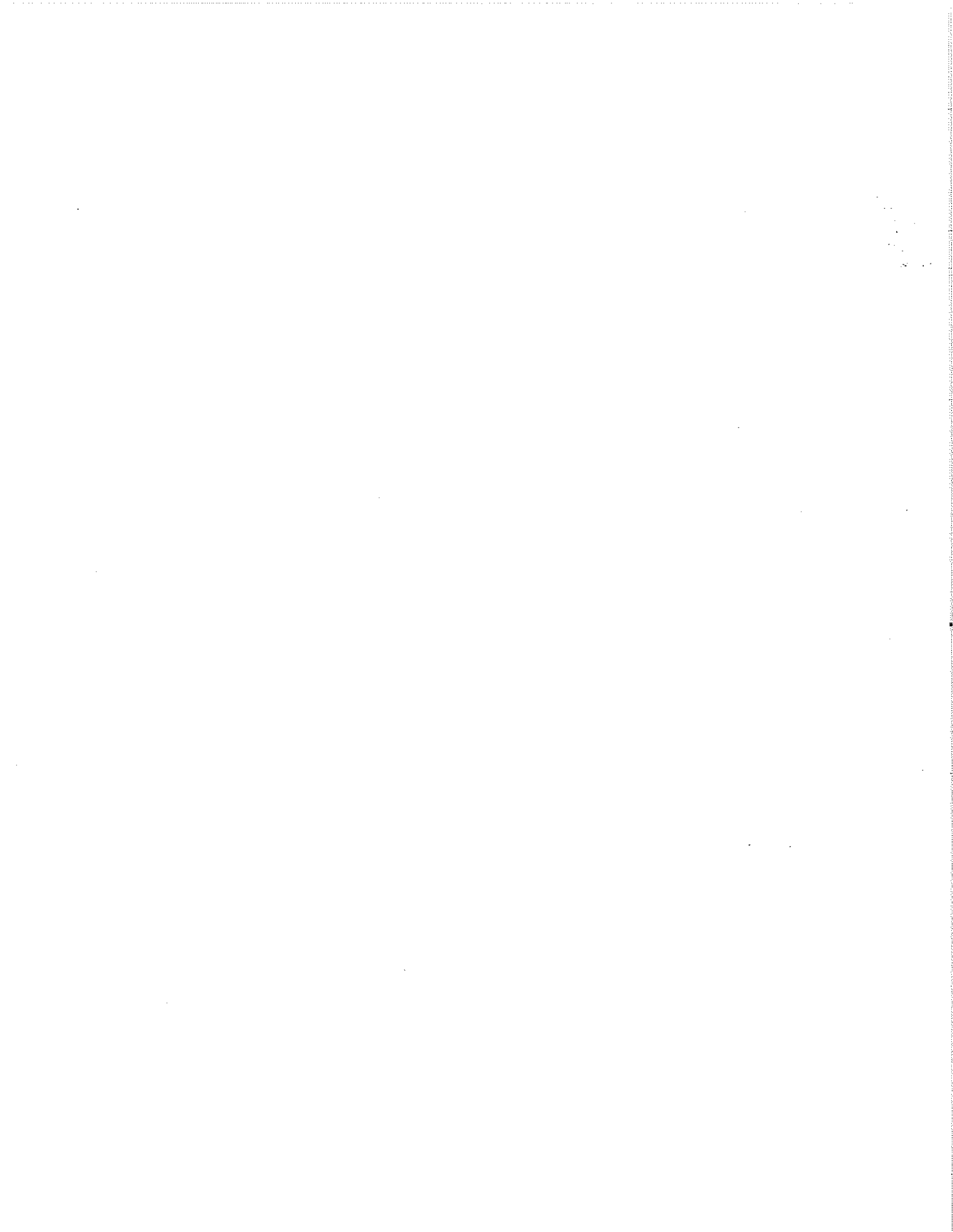
Douglas County Regional Investment Board (DCRWIB), Region 6, is in support of the TOC/OWA strategic planning process. We have reviewed the eight new strategies and feel each is important.

We are currently in the planning process to hold a facilitated meeting to decide which strategy or strategies to focus on for the next two years. This meeting should take place in April or May.

Sincerely,

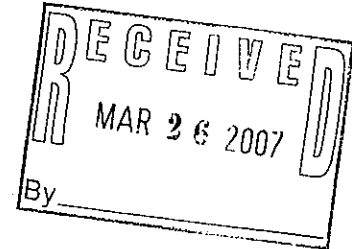
Jennifer Reasoner  
DCRWIB Chair







## Region 9 Workforce Investment Board



March 20, 2007

Kris Latimer  
Executive Director  
The Oregon Consortium/Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany, OR 97321

Subject: Region 9 Workforce Investment Board Adoption and Approval of OWA Draft Strategic Plan

Dear Ms. Latimer:

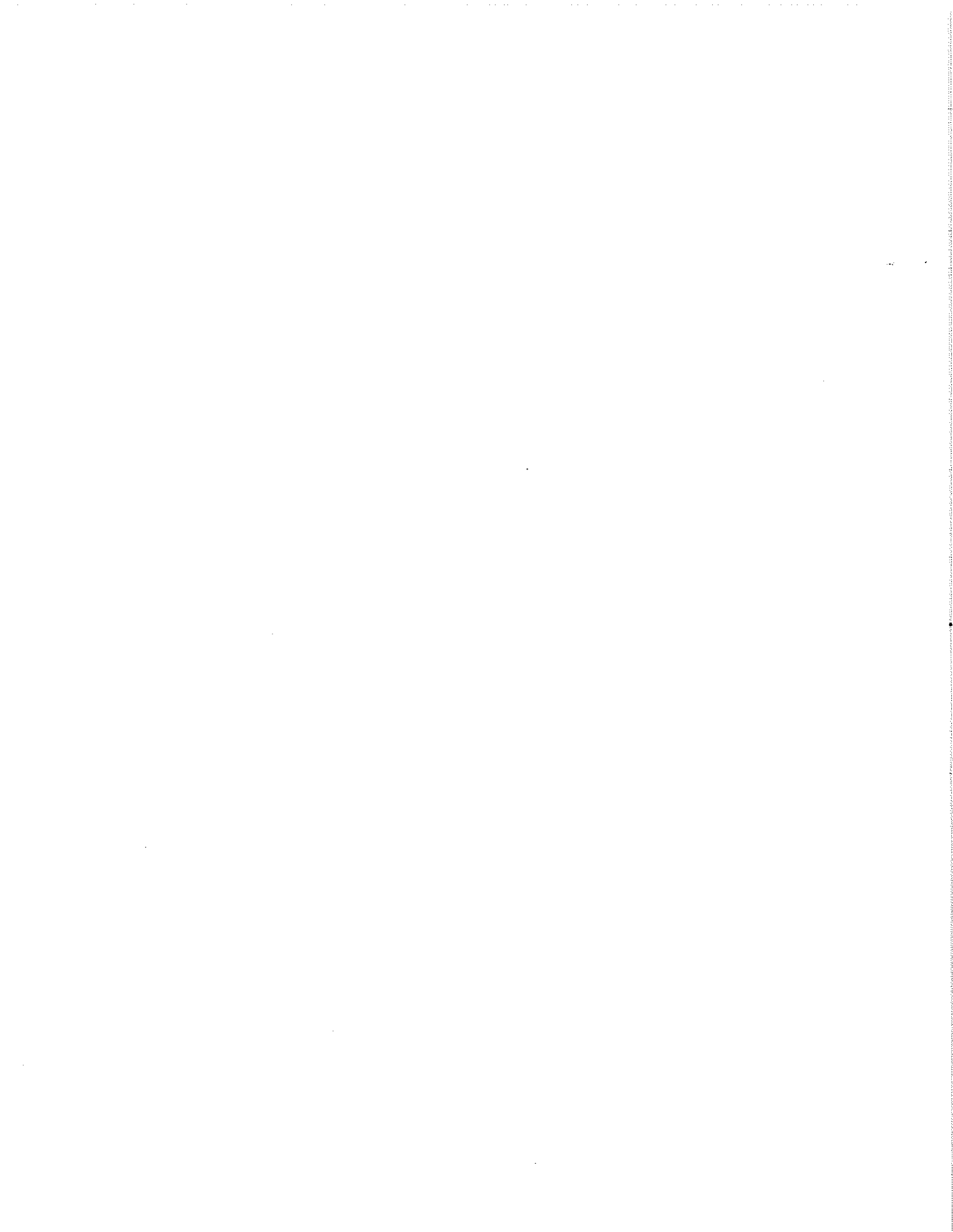
This letter is notification that the Region 9 Workforce Investment Board unanimously approved the Oregon Workforce Alliance Draft Strategic Plan during its quarterly meeting on March 12, 2007. We support the goals developed by the OWIB and the desire to create a workforce system with a common focus.

We did however decide to conduct a regional planning session to create strategies that meet our region's workforce needs and that can best be accomplished at a regional level. At this time we did not select any of the strategies in the OWA plan for our focus pending our regional effort.

We will notify you as soon as our additional session takes place, and anticipate holding it sometime this spring.

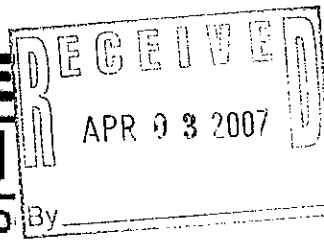
Sincerely,

Craig Schmidt  
Chair, Region 9 Workforce Investment Board





**WORKSOURCE**  
**CENTRAL OREGON**  
**WORKFORCE INVESTMENT BOARD**



2363 SW Glacier Place  
Redmond, OR 97756  
541-504-3306 Phone

March 30, 2007

Jeff Dickason  
Chief Operations Officer  
The Oregon Consortium & Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany OR 97321

Dear Jeff:

The Central Oregon Workforce Investment Board has adopted the Oregon Workforce Alliance Strategic Plan to serve as the Region 10 Unified Plan for the time period of July 1, 2007 to June 30, 2009. COWIB adopted the plan at their quarterly meeting on March 28, 2007.

Additionally, COWIB identified three strategies within the plan that will serve as regional strategies of focus during the two-year plan period. Those strategies are:

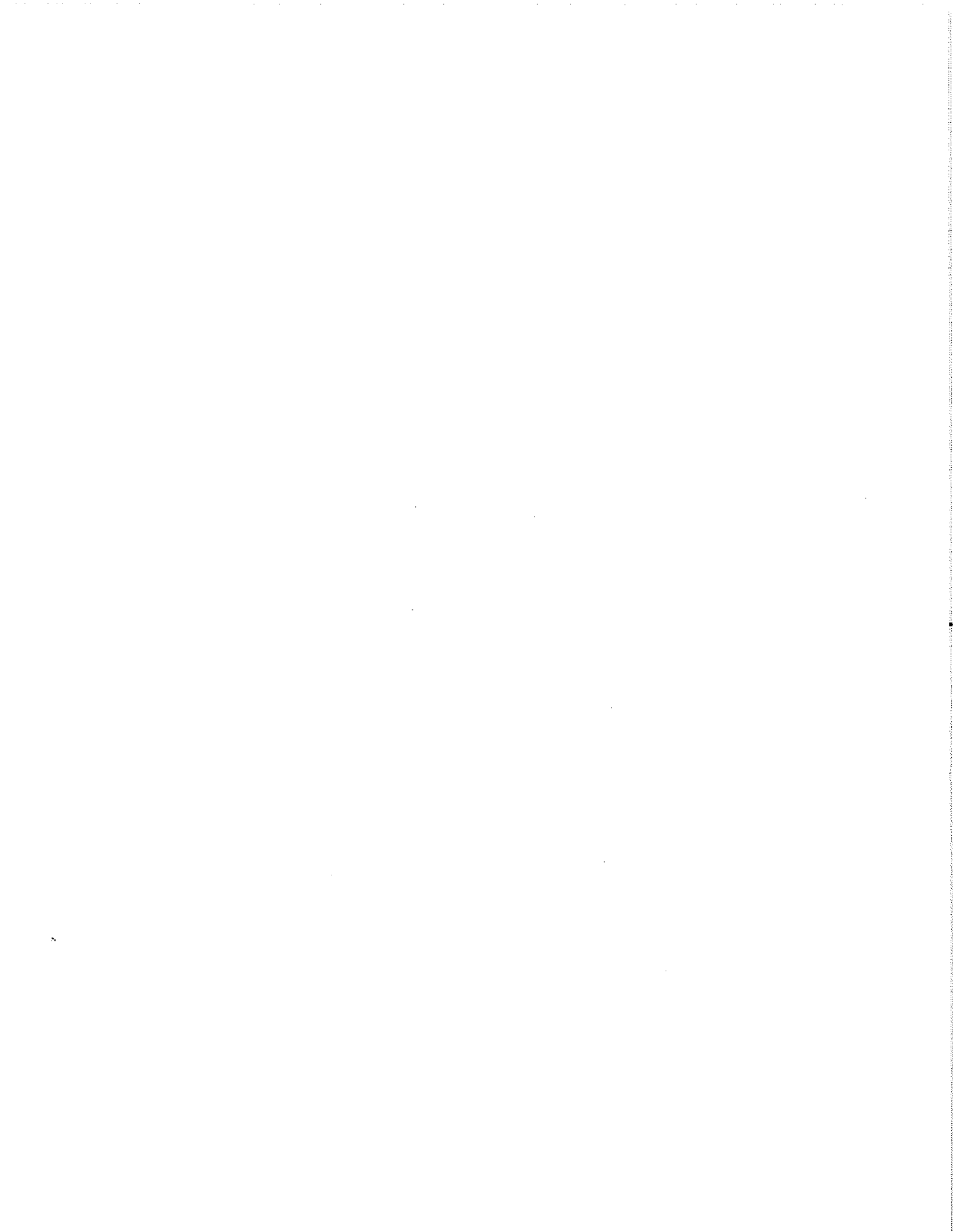
- 1) Provide feedback to Oregon Department of Education on existing high school graduation requirements and core curriculum, and suggest appropriate changes.
- 2) Develop and maintain One Stop Centers to assure the availability of high quality and consistent services in support of employer recruitment and labor exchange, work search, work readiness, training and placement services for new, transitioning and current workers.
- 3) 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.

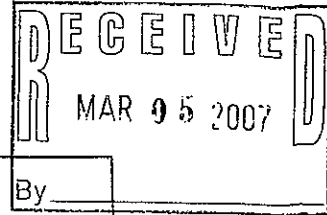
COWIB will be working over the next several months on a work plan, which will include specific activities and a timeline to implement these strategies.

Sincerely,

Andrew Spreadborough, Coordinator  
Central Oregon Workforce Investment Board

cc: COWIB Chair James Booth  
Vice Chair Karen Turner  
COWIB Executive Committee





**MORROW-UMATILLA (REGION 12)  
WORKFORCE INVESTMENT BOARD**  
 Neal Simpson, Chair \*\* Bob Schroth, Vice-Chair  
 Tara Bishop, Staff  
 721 S.E. Third, Pendleton, OR 97801  
 541-278-5675 Fax: 541-276-7541 [tbishop@capeco-works.org](mailto:tbishop@capeco-works.org)

February 21, 2007

The Oregon Consortium/Oregon Workforce Alliance  
 Attn: Jeff Dickason  
 260 SW Ferry, Suite 202  
 Albany, OR 97321

Dear Jeff,

On February 13<sup>th</sup>, 2007 the Region 12 Workforce Investment Board held a meeting and discussed the Unified Strategic Plan and the strategies that our region would like to focus on during the next two years.

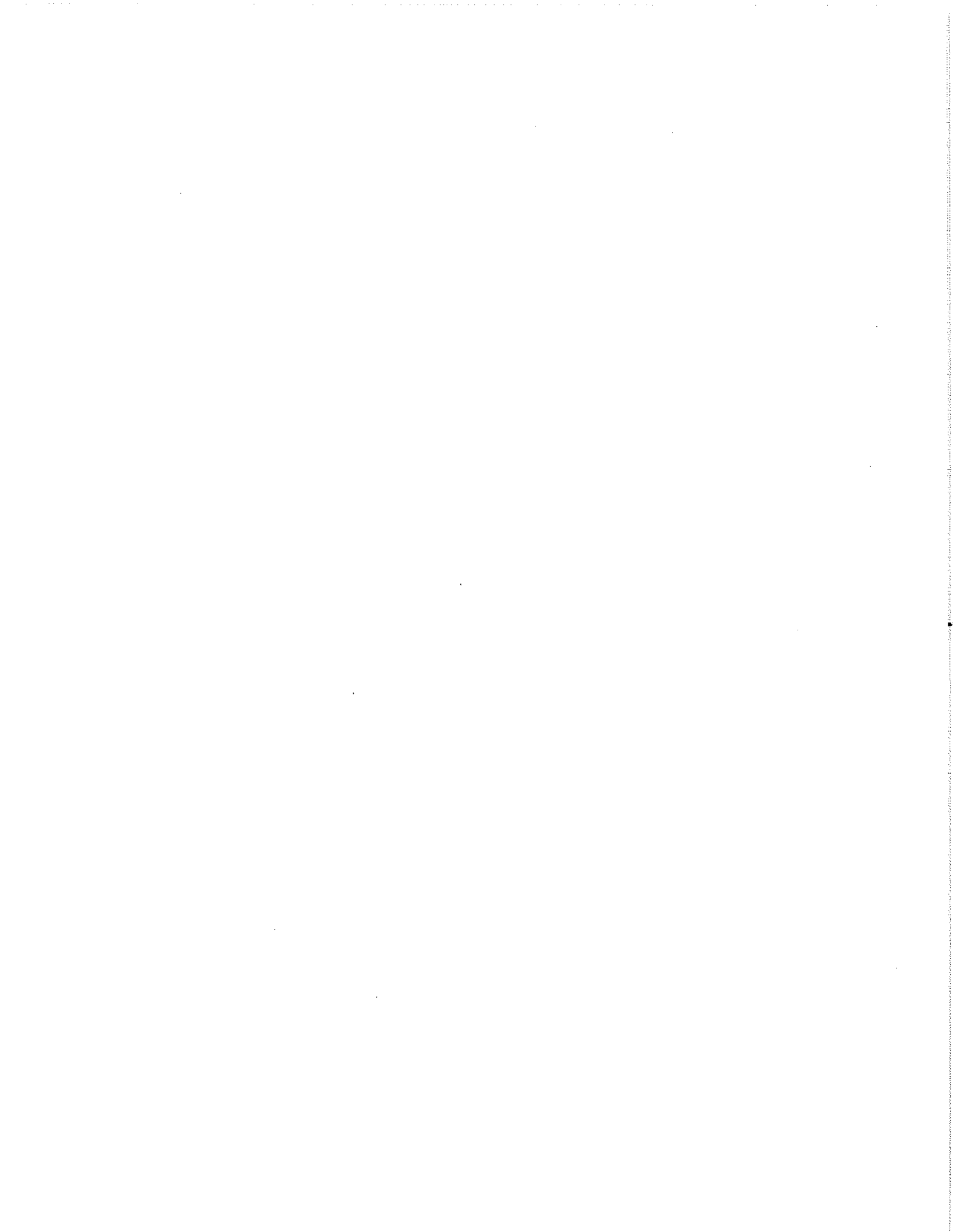
The plan was adopted unanimously and during the discussion our Board chose to focus on three new strategies and one existing strategy. The new strategies we will focus on are strategy number 1, 6, and 7. The existing strategy that we will focus on is strategy number 4.

We would also like to thank you for your time and hard work in putting this plan together.

Sincerely,

A handwritten signature in cursive script that reads "Neal Simpson".

Neal Simpson, Chair  
 Region 12 Workforce Investment Board



**Region 13 of WorkSource Oregon  
Serving  
Baker, Union and Wallowa Counties**

**101 NE First, Suite 100  
Enterprise, Oregon 97828  
541-426-3598 or [neoedd@uwtc.net](mailto:neoedd@uwtc.net)**

Date: March 6, 2007

To: Jeff Dickason, Chief Operations Officer  
The Oregon Consortium & Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany, OR 97321

From: Sara Miller, Staff Region 13 RWIB

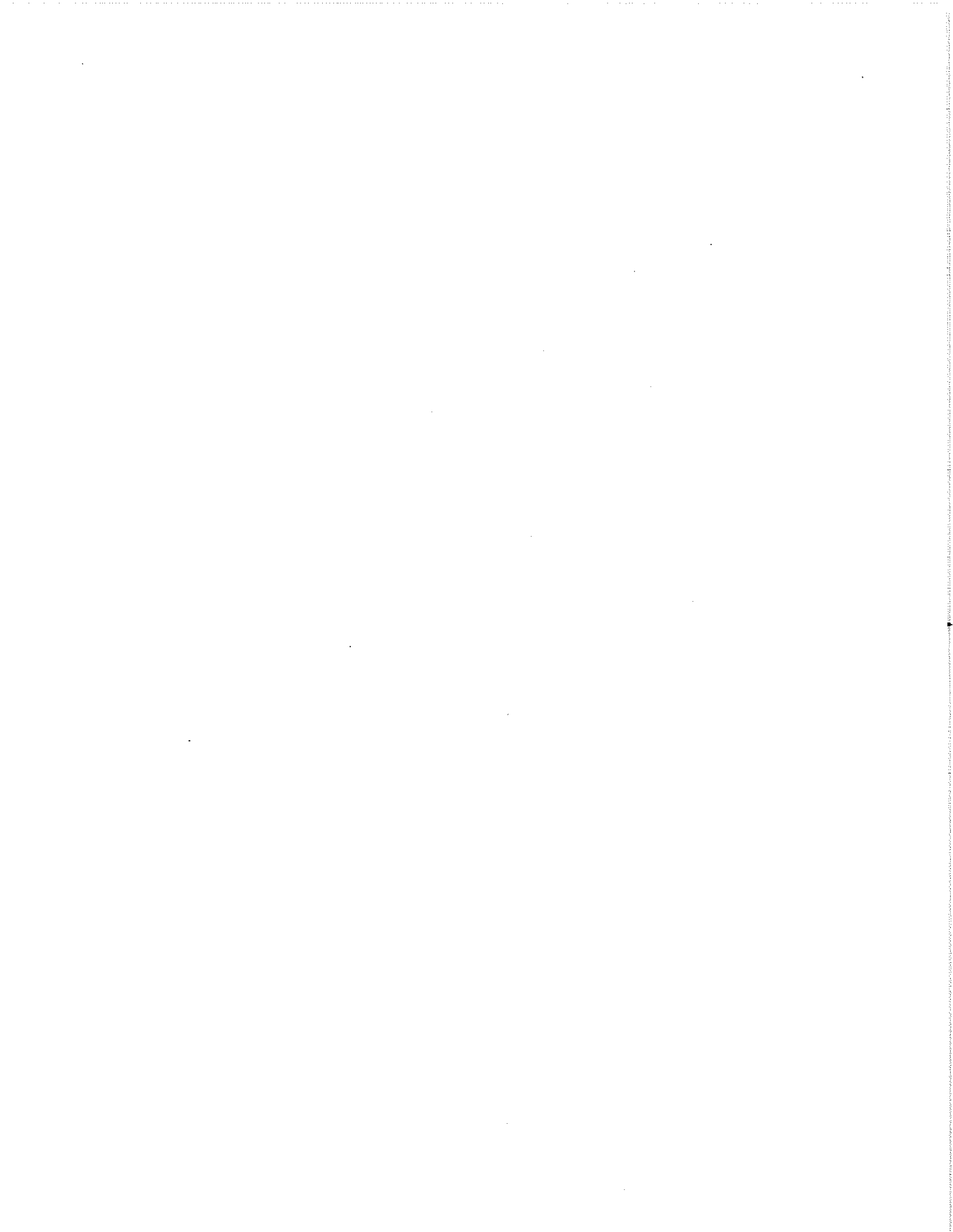
Re: Adoption and approval of OWA plan and strategies

At the February 16, 2007 board meeting, Region 13 of WorkSource Oregon approved and adopted the OWA Strategic Plan. The board also selected the following strategies which Region 13 RWIB will focus on in the next two years:

Goal #2, Existing Strategy 9 – 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.

Goal #3, Existing Strategy 11 – Continue to pursue additional resources to increase investments in rural communities, workforce and businesses.

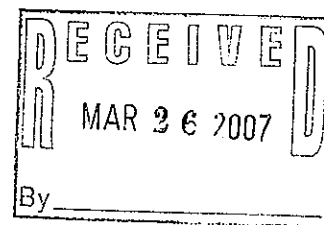
If you have any questions or require further assistance, please contact Sara Miller, Region 13 staff, at 541-426-3598 or [saramiller@neoedd.org](mailto:saramiller@neoedd.org).



# Region 14 WORKFORCE INVESTMENT BOARD

P O Box 40  
Ontario, OR 97914

March 15, 2007



Jeff Dickason  
Chief Operations Officer  
The Oregon Consortium & Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany OR 97321

Dear Jeff:

The Executive Committee of Region 14 Workforce Investment Board met this week as a follow-up to our quarterly board meeting, and selected the following objectives from the Strategic Plan for focus in our local region:

**Existing strategy no. 9** – 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.

**Existing strategy no. 11** – Continue to pursue additional resources to increase investments in rural communities, workforce and business.

**New strategy no. 6** – 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.

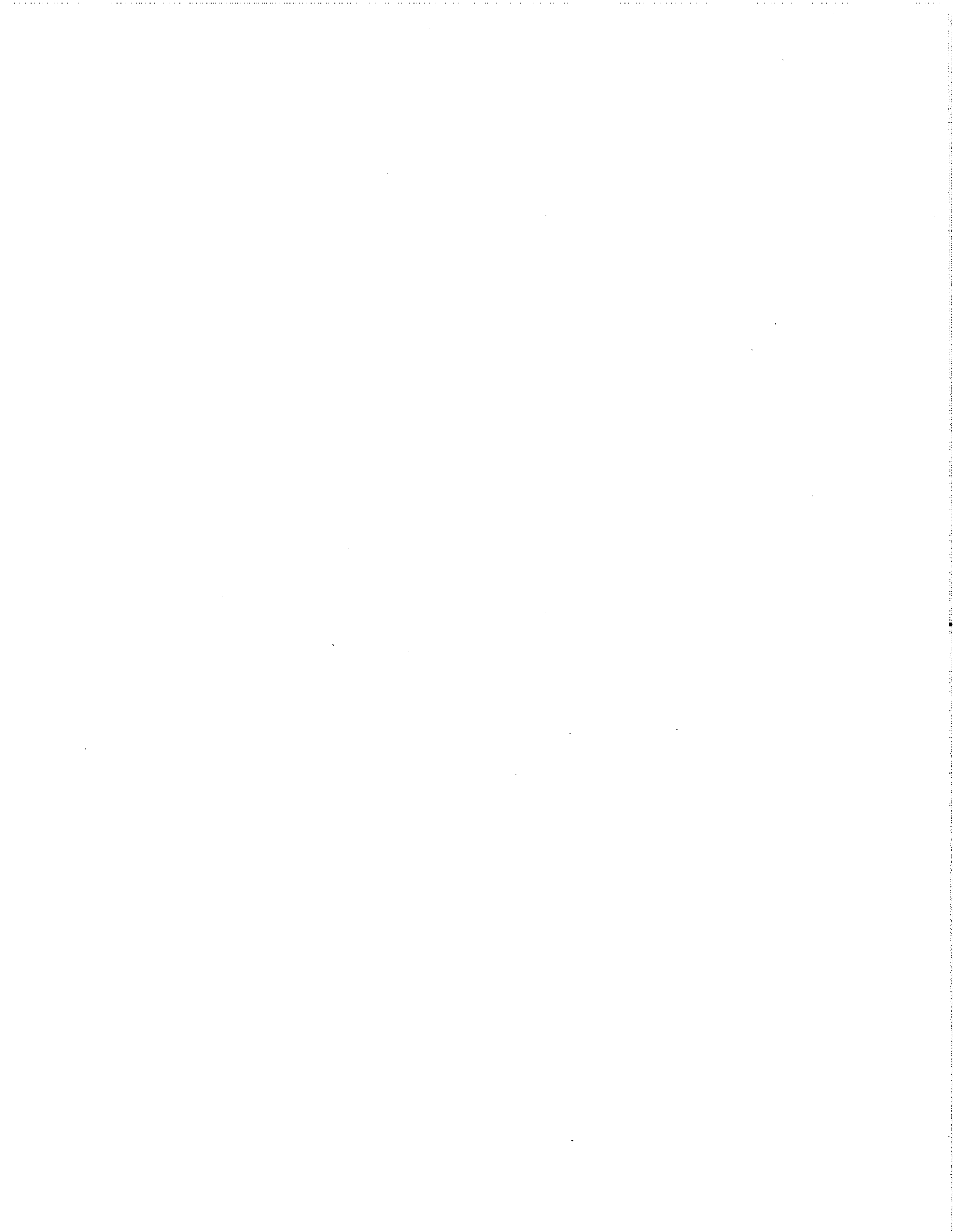
The members of Region 14 Workforce Investment Board look forward to working with the Governor's office, The Oregon Consortium and Oregon Workforce Alliance in implementing the goals and objectives of the Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "John Hall".

John Hall  
Chairman

cc Melissa Metz, Chief Administrative Officer  
The Oregon Consortium & Oregon Workforce Alliance





**WORKSOURCE**  
**CENTRAL OREGON**  
WORKFORCE INVESTMENT BOARD

2363 SW Glacier Place  
Redmond, OR 97756  
541-504-3306 Phone

March 30, 2007

Jeff Dickason  
Chief Operations Officer  
The Oregon Consortium & Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany OR 97321

Dear Jeff:

The Central Oregon Workforce Investment Board has adopted the Oregon Workforce Alliance Strategic Plan to serve as the Region 10 Unified Plan for the time period of July 1, 2007 to June 30, 2009. COWIB adopted the plan at their quarterly meeting on March 28, 2007.

Additionally, COWIB identified three strategies within the plan that will serve as regional strategies of focus during the two-year plan period. Those strategies are:

- 1) Provide feedback to Oregon Department of Education on existing high school graduation requirements and core curriculum, and suggest appropriate changes.
- 2) 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.
- 3) 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.

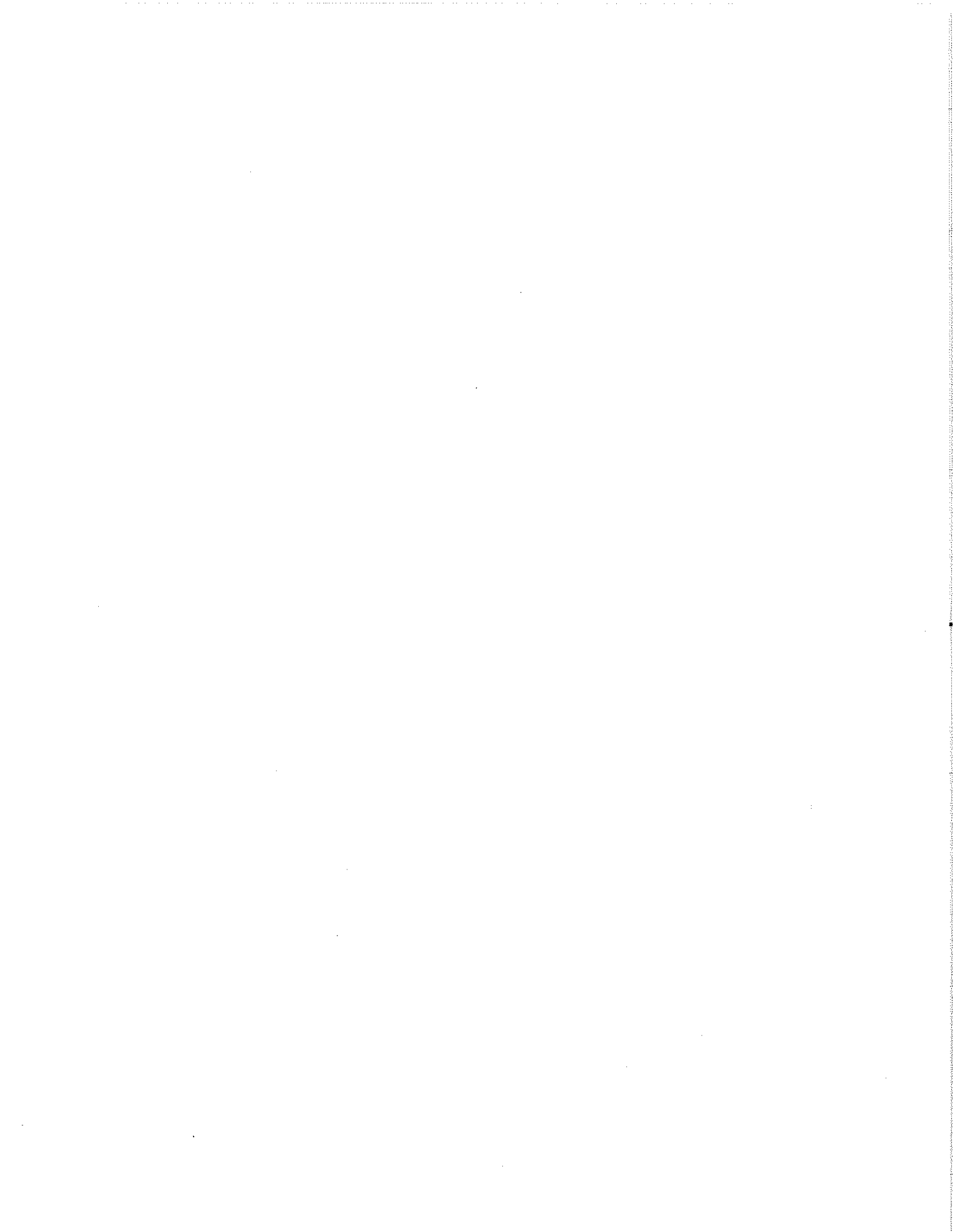
COWIB will be working over the next several months on a work plan, which will include specific activities and a timeline to implement these strategies.

Sincerely,

*/s/ Andrew Spreadborough*

Andrew Spreadborough, Coordinator  
Central Oregon Workforce Investment Board

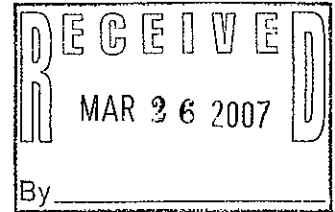
cc: COWIB Chair James Booth  
Vice Chair Karen Turner  
COWIB Executive Committee



# Region 14 WORKFORCE INVESTMENT BOARD

P O Box 40  
Ontario, OR 97914

March 15, 2007



Jeff Dickason  
Chief Operations Officer  
The Oregon Consortium & Oregon Workforce Alliance  
260 SW Ferry, Suite 202  
Albany OR 97321

Dear Jeff:

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**Existing strategy no. 9** – 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.

**Existing strategy no. 11** – Continue to pursue additional resources to increase investments in rural communities, workforce and business.


**New strategy no. 6** – 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.

The members of Region 14 Workforce Investment Board look forward to working with the Governor's office, The Oregon Consortium and Oregon Workforce Alliance in implementing the goals and objectives of the Strategic Plan.

Sincerely,

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John Hall  
Chairman

 Melissa Metz, Chief Administrative Officer  
The Oregon Consortium & Oregon Workforce Alliance

