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# **Region 1 One-Stop Operator Business Plan**

**WORKSOURCE Clatsop**

**June 15, 2007**

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## ONE-STOP BUSINESS PROFILE

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A consortium of partners, included in the Resource Sharing Agreement of the One-Stop, provides direction and operational guidelines to the Designated Lead: Julie Gassner, Director of MTC Works, 450 Marine Drive, Suite 140, Astoria, OR 97103 Ph: 503-325-1156. [Julie.gassner@mtctrains.com](mailto:Julie.gassner@mtctrains.com)

Open Monday – Friday, 8AM-5PM

### **Consortium**

**Partners on Site:** Oregon Employment Department (OED), Department of Human Services (DHS), Management & Training Corporation (MTC Works), and Office of Vocational Rehabilitation Services (OVRs).

**Partners off Site:** Clatsop Community College (CCC)

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## DEFINING THE BUSINESS

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The Clatsop One-Stop serves all communities in Clatsop County. Astoria is the county seat with the highest population center in Clatsop County with many workforce partners having their main offices located in Astoria.

The Clatsop One-Stop does not serve organizations; rather, our purpose is to provide a central location for all workforce needs of an individual's job search and training. It also serves individual businesses with labor market information, training and recruitment.

**The One-Stop Mission and Vision** is: "Meet the education, training and employment needs of job seekers, workers and employers in Clatsop County."

**Our primary business objective** at the Clatsop One-Stop is helping job seekers become successful employees and businesses become and remain profitable with a qualified workforce.

We are the go-to business for those seeking training or career changes and employers' needs for recruiting, training and labor market information needs.

Our One-Stop is central to other community organizations, in that they refer job seekers and employers to us for assistance in training, job seeking and recruitment. Conversely, we refer workers and businesses to our community organizations for the services they provide.

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## LEADERSHIP

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### RESPONSIBILITIES

The Clatsop One-Stop resource room is located within the Oregon Employment Department. The OED manager is therefore the Designated Lead, overseeing the daily operations including but not limited to:

- ✓ Monitor adherence to the provisions of the Business Plan.

MTC is the Title 1B provider and has the following responsibilities.

- ✓ Manage fiscal responsibility for the center
- ✓ Act as liaison with the LWIB and center
- ✓ Facilitate the sharing and maintenance of data – primarily the center, secondary the state system overall.
- ✓ Define clearly and communicate the strategic objectives of the LWIB to the One-Stop center partners
- ✓ Monitor Memorandum of Understanding.

The Consortium shares responsibility for the following:

- ✓ Design the integration of systems and coordination of services for the site and partners.
- ✓ Evaluate performance and implement required actions to meet standards.
- ✓ Evaluate customer needs and satisfaction data for continuous improvement and service strategies.
- ✓ Plan and report responsibilities.
- ✓ Market One-Stop services.
- ✓ Recruit additional partners.
- ✓ Define and provide means to meet common operation needs – i.e. training, technical assistance, additional resources, etc.
- ✓ Assess continuously customer needs and recommend to the LWIB on the need for additional access points or specialized centers.
- ✓ Respond to the community needs.
- ✓ Facilitate groups/teams on common issues – what works, what doesn't
- ✓ Ensures that training is available at the One-Stop.

CCC and MTC provide training for JOBS clients as contracted through DHS. Oregon Vocational Rehabilitation Services provides counseling and training for people with disabilities that are seeking employment.

## **LEADERSHIP (CON'T)**

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The management of these organizations meets bi-monthly to discuss the One-Stop operation in addition to, as needed emails regarding the same.

Oregon Employment Department has a chain of command policy and a senior representative will have responsibility for the resource room when management is offsite.

The vision and direction set by the RWIB is communicated to the staff by management via email, phone or by holding a One-Stop meeting. The consortium ensures its values are being implemented throughout the Center by on-site supervision, weekly surveys of customers and various performance reports.

Effectiveness of the management is measured by the performance reports and outcomes of the One-Stop on hires, placements, retention, etc., and by customer surveys.

Management is better defined and strengthened through the consortium planning the operations of the center, developing the strategic plan, setting goals and monitoring results. We are able to reduce duplication of services and leverage available resources and staffing within the region. Partnering also allows us to increase the service capacity of all concerned.

Management will incorporate the LWIB strategic plan into our regional plan. Using customer data, which does not identify the individual, as a tool in planning services at the One-Stop, determining use of existing services and whether our services are reaching target groups.

## RELATIONSHIPS & ROLES

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### On-Site

Partner	Role in Management and/or Organization of Center	Contact
Oregon Employment Department	Acts as the Designated Lead, overseeing daily operations of resource room. Provide referrals to partners. Member of RWIB.	Joyce Aho, Manager <a href="mailto:joyce.aho@state.or.us">joyce.aho@state.or.us</a> Employment Department 450 Marine Drive Astoria, OR 97103 (503) 325-4821 ex 223
Department of Human Services	Provides in-put to the RWIB and manager regarding the One-Stop. Provide referrals to partners. Member of RWIB.	Srunny Huong, Self Sufficiency Manager <a href="mailto:srunny.huong@state.or.us">srunny.huong@state.or.us</a> Dept. of Human Services 450 Marine Drive, Suite 210 Astoria, OR 97103 (503) 325-2021 ex 218
Vocational Rehabilitation	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Patrick Foster, M.S., Branch Manager <a href="mailto:Patrick.N.Foster@state.or.us">Patrick.N.Foster@state.or.us</a> Office of Vocational Rehabilitation Services Washington County Branch 10777 SW Cascade Tigard, Oregon 97223 Phone 503.598.6292 Fax 503.670.0187
MTC	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB. . Acts as the Agreement Manager for the Resource Sharing Agreement and as the Fiscal Agent for the RWIB.	Julie Gassner, Director <a href="mailto:Julie.Gassner@mtctrains.com">Julie.Gassner@mtctrains.com</a> MTC 450 Marine Drive, Suite 140 Astoria, OR 97103 (503) 325-1156

## RELATIONSHIPS & ROLES (CON'T)

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### Off-Site

Partner	Role in Management and/or Organization of Center	Contact
Clatsop Community College	Provides in-put to the RWIB and manager in regards to the One-Stop. Provide referrals to partners. Member of RWIB.	Erie Johnson, Director, Carl Perkins <a href="mailto:ejohnson@clatsop.edu">ejohnson@clatsop.edu</a> 6540 Liberty Lane Astoria, OR 97103 (503) 338-7675

The consortium of partners of Region 1 ensures a seamless delivery of services by actively engaging in bi-monthly Regional Workforce Investment Board meetings. Utilizing the bi-monthly meeting, the consortium discusses operations and goals of the One-Stop and the region taking into consideration the region's demographics, individual agencies needs and joint goals they devise strategies and processes to ensure a system that is cohesive, dynamic and effectively meets the needs of our communities. They share financial responsibility for the One-Stop, increasing our need to be aware of the day-to-day operations and services.

## CUSTOMER AND MARKET FOCUS

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### Customer demographics and special populations

Customer Category Job Seekers	Demographics from 2000 U.S. Census	Current data
Total Population Clatsop County	35,630	37,045 <i>July, 2006 Certified Estimate PSU Pop. Research Center</i>
Hispanic Population	1,597 (4.5%)	2,248 <i>2005 Estimate FedStats</i>
Civilian veterans (age 18 and over)	4,935 (18.4%)	4,750 <i>Clatsop County Veterans Services 2006</i>
Disabled population age 5 and over	6,776 (20.7%)	* Not available
Unemployed	1,159 (4.1%)	982 (5.0%) <i>2006 Annual average Oregon Employment Dept.</i>
Individuals below poverty level	4,625 (13.2%)	4,724 (13.0%) <i>2004 U.S. Census Bureau</i>
Limited English Proficiency –population 5 years and over who speak English ‘less than very well’	1,122 (3.3%)	* Not available

Region 1 strives to reach all job seekers within the region to provide career and training opportunities, interviewing skills training, résumé development, job seeking tips, etc.

Title 1B and DHS partners provide assistance in transportation, child care, life skills and basic needs to low income or dislocated workers.

Oregon Employment Department provides assistance to veterans in seeking training, employment and referral to any support entity to which veterans are entitled.

All partners provide services in any language or alternate means for LEP and people with disabilities.

Our job seeker strategies/service design is based upon the Workforce Investment act, the needs expressed by job seekers and businesses, the economy, our demographics and current labor trends. In meeting those needs we expect to help business profit and grow so they can employ more workers; thereby, benefiting the regional economy.

The current satisfaction rate and historical satisfaction rate of the One-Stop Center is high. Customer surveys of job seekers are very favorable and there are many success stories.

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## **CUSTOMER AND MARKET FOCUS (CON'T)**

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Our objectives towards business is to provide them with the best qualified workers, assist them with training incumbent workers, expanding their business and improving their bottom line; thereby, improving the regional economy and providing more job and training opportunities for job seekers.

We have identified industry clusters and identified training needs to provide those industries with qualified workers. By identifying industry clusters along with our economic development partners, we can concentrate on attracting like or complementing business to the region and prepare the workforce for those jobs.

Our employer strategies/service design again is based on an analysis of successful businesses already in the region, what business would compliment those industries and what they have told us are the barriers to expanding. With this knowledge we can strategize with economic development and our training partners to help existing business to expand and attract new businesses as well, benefiting the regional economy. We are also able to identify training and information businesses want and need and respond with seminars, etc.

Our regularly scheduled surveys indicate businesses are happy with the One-Stop services, Workforce Response Team, Rapid Response Team and our RWIB.

We ensure continued relevance of our service offerings for our customers, both job seeker and business, by listening to them when they express their needs and by soliciting in-put via surveys and forums.

As new businesses are opened in the area, efforts are made to contact them by account representatives offering the services of the One-Stop and the individual partners. Efforts are also made by One-Stop partners to make joint business visits with state and local economic development staff to explore potential business assistance opportunities. Many times we are presenting to prospective businesses that have not yet decided to locate in our region.

There are targeted program services determined by federal regulations such as, veterans and migrant and seasonal farm workers. The targets are based on population demographics. Equitable service is provided to the targeted populations as are provided to the general population.

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## INFORMATION GATHERING AND DECISION MAKING

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Benchmark	Reason	Methodology	Data Collected	Improvement
Employer Satisfaction	Required	Monthly Survey	Service	TBD
Job Seeker Satisfaction	Required	Monthly Survey	Service	TBD

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## HUMAN TALENT

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We organize and manage work to promote interagency cooperation, problem-solving and innovation by collaboration and openness. Staff is encouraged to communicate with one another, make suggestions for improvement and ask one another for assistance in providing optimum service to our customers. Many times this assistance provides a training opportunity for another partner.

Training is determined by our programs and services needs. Interagency training is provided to all staff in the One-Stop, usually provided by one of the partner agencies. Management advises one another of available training opportunities.

Each partner has a staff evaluation system in place to support improved performance. Staff of the One-Stop is evaluated by their own agency with in-put from the Designated Lead.

At this time, we have optimized our staff and resources through the Resource Sharing Agreement and our individual budgets that are reduced each biennium. We have collectively reviewed our services to cut duplication and provided in-kind contributions where possible.

Ethics are promoted throughout the One-Stop by the Designated Lead in conjunction with the partner consortium. Staff knows and understands these ethical expectations through training and evaluation as well as common sense and good judgment. Our hiring practices ensure the quality of staff at the One-Stop is the best.

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## PROCESS MANAGEMENT

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Agencies and workers communicate about customers, services and practices via phone, email, one-on-one in-person discussions, meetings, notes and through the tracking system in iMatch which provides a single database of information on customers of the One-Stop.

The universal services available are listed in **Appendix A**.

The process used to ensure access by customers is the initial orientation and in-person interview held during the customer's first visit to the One-Stop or in orientation by a specific partner program.

New services added since initial certification include; Veterans Stand Down and Clatsop County Job Fair. These are to assist job seekers and employers in connecting to the available workforce.

Services beyond universal that are available include; vocational counseling, classes in Life Skills, veteran's services, and training.

The processes used to ensure access by customers are trained staff aware of specific services provided by the partners, partner meetings to keep everyone informed of services, postings in the One-Stop and marketing.

Processes and tools used to ensure customers are provided access to partners' programs and other community programs include One-Stop orientation, referrals from partners and postings in the One-Stop and marketing.

Customers are provided accurate, timely information to assist them in making choices among service and training providers through OED publications such as Labor Trends and the OLMIS website, the Eligible Training Providers list on the Community Development and Workforce Development website, in addition to our greeter orientations, meetings and group sessions.

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## **BUSINESS RESULTS**

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In 2006, there were 1,604 employer job openings filled utilizing the WorkSource Oregon partners in Region 1. Over 6,300 job seekers were working after receiving placement services. WorkSource Oregon partners provided services to 15,500 job seekers within the region or nearly 28 per cent of the labor force. We are currently compiling annual market penetration data to determine target markets for outreach to businesses by One-Stop partners. In addition, the partners have requested contact information on the businesses not yet using our services to expand and focus our outreach efforts.

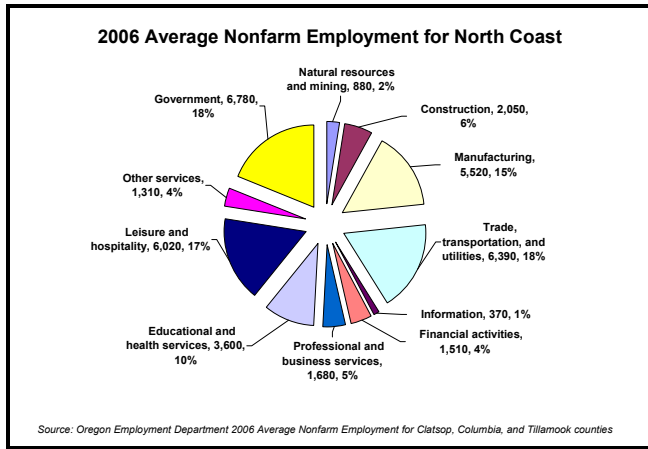
Since the initial certification we have experienced a fisheries crisis, developed a Welding certification program targeting women, hosted a Career Fair, formed the Workforce Response Team providing training funds to business, suffered budget cuts within our agencies as well as support to the RWIB and One-Stop and waited for resolution on confidentiality access to systems by partners.

Through many changes in confidentiality requirements we have continued to partner and do business within the guidelines we were given with great success.

One-Stop staff attends area business association meetings, make presentations about One-Stop services, and provide labor market information to businesses to assist them with decisions about their labor issues. Job seeker and business feedback tell us they are happy with our services with an occasional suggestion for another service or newer methods of training and development.

## APPENDIX A

### Analysis of the Regional Economy



The North Coast region is in Oregon's extreme northwest corner. It is composed of three rural counties: inland Columbia County, and coastal Clatsop and Tillamook counties. The Columbia River forms the northern boundary and the Pacific Ocean lies to the west. The river, ocean and bays provide salmon, shrimp, oysters, crab and fish that support the seafood industry in Astoria near the river's mouth and in Garibaldi on Tillamook Bay. Most of the region's

major population centers are next to the river and along the beaches and bays. The rugged interior is largely forest and farmland. Logs are used by local wood products mills and made into chips and converted to paper products by the region's two modern paper plants. Dairy farms and products are a mainstay of Tillamook County's economy. Over the past several decades, tourism has become increasingly important to the Clatsop County economy while more Columbia County residents commute to jobs in nearby Portland and Cowlitz, County, Wash.

According to 2006 Average Nonfarm Employment, the industries with the largest annual employment within the North Coast region include government (18%), trade, transportation & utilities (18%), leisure & hospitality (17%), manufacturing (15%), and education & health services (10%). According to 2005 Covered Employment & Payroll records, the top five high wage private industries within our region are manufacturing (\$46,280), construction (\$32,976), natural resources & mining (\$32,011), financial activities (\$30,216), and education & health services (\$29,904.) These five industries combined employed approximately 37 percent of nonfarm employment within the region and provide average wages above the regional average of \$29,353.

The region is projected to add over 4,800 jobs by 2014, with a growth rate of 14.1%. The industries projected to add the most jobs by 2014 are leisure & hospitality (+1,230), trade, transportation & utilities (+970) education & health services (+960), professional & business services (+380), and construction (+290).

Employment Projections by Industry, 2004-2014				
Industry	2004	2014	Change	Percent Change
Total Nonfarm Payroll Employment	34,240	39,080	4,840	14.1%
Natural resources and mining	870	900	30	3.4%
Construction	1,670	1,960	290	17.4%
Manufacturing	5,470	5,740	270	4.9%
Trade, transportation, and utilities	6,360	7,330	970	15.3%
Information	350	390	40	11.4%
Financial activities	1,500	1,670	170	11.3%
Professional and business services	1,390	1,770	380	27.3%
Educational and health services	3,390	4,350	960	28.3%
Leisure and hospitality	5,600	6,830	1,230	22.0%
Other services	1,300	1,510	210	16.2%
Government	6,340	6,630	290	4.6%

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## APPENDIX B

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### UNIVERSAL SERVICES – REGION 1 WORKSOURCE CLATSOP

- ✓ iMatch Registration
- ✓ Orientation and Intake
- ✓ Job Search Assistance
- ✓ Labor Market Information
- ✓ Career Information Systems (CIS)
- ✓ Job club
- ✓ Resume Workshop
- ✓ Cover Letter Workshop
- ✓ America's Job Bank
- ✓ On-line tutorials
- ✓ Work Readiness Workshop
- ✓ Introduction to Computers
- ✓ WorkSource Partner Information
- ✓ Value Added Referrals
- ✓ Resource Materials
- ✓ Interviewing Workshops
- ✓ Employer Interview Room
- ✓ Access to phone, fax and computers
- ✓ Adaptive technology to accommodate persons with disabilities