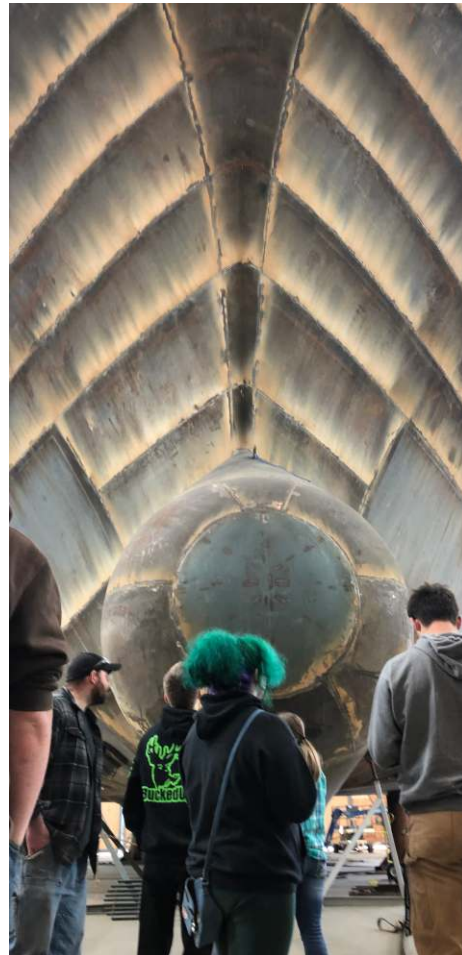




SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD



2020-2024 STRATEGIC PLAN

INTRODUCTION

The Southwestern Oregon Workforce Investment Board ("SOWIB") combines the flexible autonomy of 501(c)(3) non-profit status with a collaborative network of education, business, labor and government partners.

Together we design and implement innovative strategies that build a strong, highly competent and adaptable workforce in Southwestern Oregon's Coos, Curry and Douglas Counties. Our goal is to create a thriving regional population that attracts, and benefits from, businesses providing family-sustaining jobs.

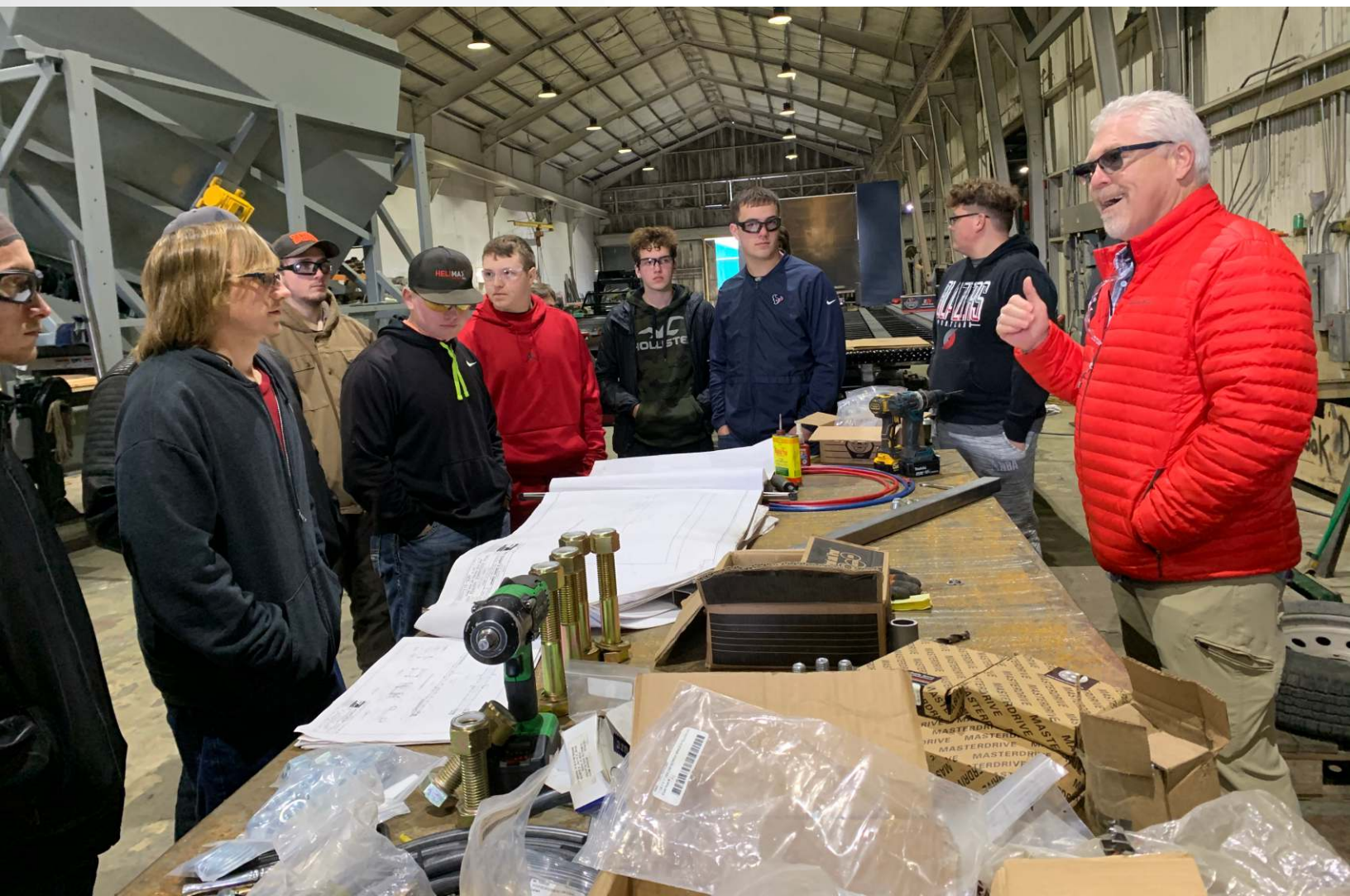
We create and invest in regionally-appropriate workforce development strategies, with an eye to the latest regional demographics. These include educational attainment levels and employment; projected demand and wage rates for specific occupations; perspectives of employers and labor leaders; and local economic and community development goals.

Perhaps most importantly, SOWIB seeks to build a workforce ready to adapt as new opportunities arise.

OUR MISSION:

Maximize regional collaboration, effective innovation and coordinated investment of public and private resources, to optimize equitable access to family-sustaining employment.

This Strategic Plan describes the vision, values, goals and strategies that will guide our work in 2020-2024.



HOW WE WORK

Implementation of our mission is accomplished by a range of strategies, including some that we've pioneered. They include contracting with partners to provide training suited to a particular existing or emerging industry sector; creating basic entry-level orientation to a workplace and its norms; advising on adjustments to or augmentation of existing government training programs; partnering with community colleges to create or expand access to high-value certification or career training; and/or innovating to make career and technical guidance, internships and apprenticeships more realistically available for youth and the unemployed.

Ensuring truly equitable access to job training and skill development is of paramount concern. Our network of partners serving diverse constituencies enables identification and elimination of “hidden” factors that may discourage or prevent access to training. Discretionary funds, especially private donations and grants, allow us to do what makes sense -- and quickly, without a lot of red tape.

To date, our approach has produced highly cost-effective, documented gains in employment in multiple industries, with additional highly promising results from newer pilot projects.

REAL RESULTS

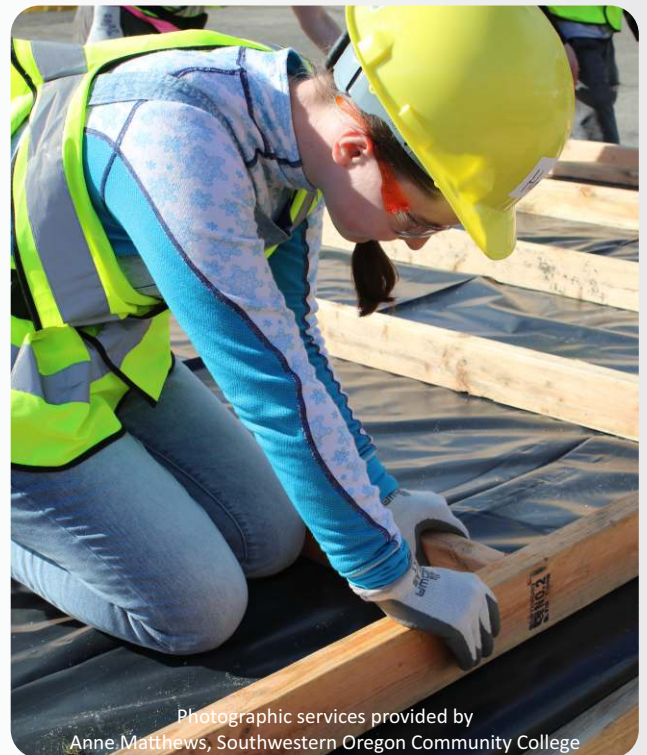
Our approach is paying off for the region.

For example, we learned in 2018 that fewer than 20% of nursing school applicants could actually enter training at Southwestern Oregon Community College because a shortage of nursing instructors limited access to that high-demand, high-paying career. The instructor shortage resulted from the community college's non-competitive salaries (which the state system could not readily change). To eliminate that roadblock to training, we engaged health care partners and the college, and combined resources to pilot a nursing instructor salary enhancement system. The resulting wages for a new Nurse Faculty position and stipends for additional instructors allowed the program to start accepting twice as many nursing students, within a year.

Those results have been sustained, with still more nursing students hoping to enroll. Now, we're working to refine the nursing instructor incentive structure within the community college system so that more would-be nurses can receive the training they need to secure well-paid employment.

Similarly, when we became aware that regional youth were not responding to advertised employment opportunities, even for very high-paid entry-level jobs with training, we dove in to understand the reasons for their reluctance. Based on what we learned, we developed simple “introduction to the workplace” and other orientation support to help non-college-bound regional youth navigate the transition to employment. This program connects youth to workplace culture, provides useful (and well-used) information on-line, and creates real understanding through industry tours with local employers. Additionally, local businesses worked with us to facilitate teacher-focused site tours, so that teachers can share information with youth seeking an “on ramp” to successful adulthood.

We are especially proud to have created the state's first Allied Health registered apprenticeship program, through which unemployed workers and uncertified working medical assistants can earn on the job while qualifying for required certification. The program has succeeded beyond expectations: every apprentice who has completed the on-the-job training (typically in 14 months) has gone on to pass the certification test. We are now in the process of expanding this program, and planning to adapt the model to other jobs requiring certification.



Photographic services provided by
Anne Matthews, Southwestern Oregon Community College

WHO'S INVOLVED?

SOWIB's overall effectiveness results from its unusual structure and capacity to combine private and public partnerships. The 19-member board is appointed by a consortium of County Commissioners (one each from Coos, Curry and Douglas Counties) and represents industry, educators, labor, economic development groups, and local governments.

As a result, we are an independent, highly inclusive nonprofit organization able to work with any and all appropriate entities in support of our mission. The combination of granted and donated funds expands our ability to capitalize on opportunities to transform workforce development.

Through standing monthly open meetings in each county in the region, focused sector convenings, and innumerable informal exchanges, we maintain continuous active communication with regional employers, educators, labor representatives and service providers. As a result, we've been able to identify critical gaps in needed training, or “pinch points” in specific workforce development pipelines, that cannot be effectively addressed through existing mandated programs. We can rapidly design and implement specific targeted solutions to those problems, through collaboration with our many partners, sometimes within weeks. Our successful innovations -- examples of which are described above -- can then be expanded or used to trigger changes in official process to make job training more accessible and effective.

Second, we are able to meaningfully share the perspectives of business, educators, and local economic development interests with local offices of state workforce development agencies because we are an “empowered roundtable” i.e., we are authorized under WIOA to oversee and coordinate local provision of state employment services. Core funding from the U.S. Department of Labor and the state general fund supports this function and provides valuable seed money for our innovative work.

THE GOVERNMENT CONNECTION

As part of our work, we are vested with regional oversight responsibility to ensure that existing government programs – including those serving adult and dislocated workers, youth, and adult education and family literacy – are well-integrated and effective.

This ability is based in authority granted by the federal Workforce Innovation & Opportunity Act (WIOA) of 2014, which revolutionized the national approach to workforce development. That law mandates creation of broadly representative local boards to ensure that federally-mandated services for job seekers are provided as effectively as possible, and that training through those programs is consistent with regional needs.

Accordingly, we serve in part to help local agencies and educators stay informed of regional needs and enhanced outreach opportunities so that we can together improve and broaden access to employment, education, training, and support for successful entry into the workforce. Through our direct work with regional employers and high-wage sectors, we can help agencies more effectively match training and specific job candidates with employer needs.

Additionally, local boards are strongly encouraged to work, as we do, independently of existing agency formats: we can efficiently devise and test locally appropriate innovation without the delays associated with legislation. We are empowered to use discretionary portions of WIOA funds to leverage independent funds and pilot new programs that, once demonstrated, are being expanded to additional areas in Oregon. This strategic plan summarizes our overall approach to both our obligatory and discretionary activities. (A companion document, which follows to a state template, primarily documents our compliance with WIOA requirements.)



Photographic services provided by Anne Matthews,
Southwestern Oregon Community College

SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD

2020 STRATEGIC PLAN

FACTUAL CONTEXT FOR PLANNING

Geographic/Transportation Context

The Southwestern Oregon region occupies an area of 8,260 square miles, slightly larger than the state of Massachusetts. The area is divided among three counties: Coos, Curry and Douglas.

Coos County and Curry County are of comparable size, 1,806 and 1,988 square miles, respectively. Each borders the Pacific Ocean, with an inland eastern boundary on the west slopes of the Cascade mountain range. Much larger Douglas County, 5,634 square miles, lies largely east of the Cascades, with a small segment reaching westward to the ocean.

All three counties include extensive sections of rugged, forested terrain and relatively small incorporated areas. Interstate 5 runs north-south through Douglas County (and through Roseburg, its largest city). Coos and Curry Counties are comparatively isolated due to their locations west of the Cascades; they are served by Highway 101 running north-south along the coastline, but neither enjoys direct, efficient east-west highway connection to the interstate highway.

Population Distribution and Demographics

The region's counties are highly rural, with rates of rural residence almost twice that of the state as a whole. Compared to the overall state average of 19% rural residents, Douglas County's population is 41% rural; Coos and Curry Counties each have a 38% rural population.

Douglas County, with 112,250 residents, is home to more than half of the region's 198,450 total population. Of those, just 59% percent live in one of the county's incorporated areas, with one-third of those in the city of Roseburg (population 23,379).

Coos County, with 63,290 people, is slightly more urbanized: 62% of its residents live in incorporated small cities and towns. They are concentrated most heavily in the adjacent cities of Coos Bay and North Bend (combined population 25,636).

Curry County's total population of 23,000 is distributed along its western shoreline, in part because almost two thirds of the county to the east consists of rugged forest land almost entirely owned by the federal government. The center-north parts of the county are especially rural. They include the small towns of Gold Beach and Port Orford, which have just over 2,000 and 1,000 residents respectively, while the city of Brookings, at the county's southern border, is home to 28% of the county population (6,465 people).

Aging population. As compared to the state, the southwestern region has a higher percentage of residents over the age of 65, and a slightly lower proportion of those under 18. The relative overrepresentation of older residents is especially marked in Curry County.

Age Distribution SW Region v. Oregon		
	population 0-18 yrs.	population over 65 yrs
Oregon	26.40%	17.60%
Coos	23.40%	25.80%
Douglas	24.50%	25%
Curry	18.50%	34%

source: U.S. Census Bureau

Regional demographics are strongly affected by in-migration, especially of retirees. The Oregon Employment Department notes that all three counties in the region are experiencing negative “natural” population growth, i.e. more deaths than births. However, those net losses are being offset or outpaced by in-migration, predominantly of people who have aged out of the active workforce.

Racial composition. The population of each county is overwhelmingly white. In Coos County, 89.8% are white, with those who identify as being of two or more races making up another 8%. The population of Curry County is 92% white, with 6.1% of individuals of two or more races. Douglas County's population is 92.4% white, with 3.2 percent of residents of two or more races.

Veterans. Veterans make up 11% percent of the populations of both Coos and Douglas Counties, and 13% of the Curry population.

REGIONAL WORKFORCE OVERVIEW

Regional Rate of Labor Force Participation

As of 2015, due in part to the high number of older, retired residents, Douglas, Coos and Curry Counties were three of the state's four counties with the lowest percentage of population participating in the labor force.

Oregon Labor Force Participation Rates by County, 2015 Oregon Statewide = 61.1%					
Rank	County	% LFPR	Rank	County	% LFPR
1	Hood River County	75.5%	19	Harney County	56.9%
2	Washington County	67.4%	20	Wallowa County	56.9%
3	Multnomah County	66.0%	21	Lane County	56.8%
4	Yamhill County	65.1%	22	Union County	56.8%
5	Morrow County	65.0%	23	Jefferson County	56.5%
6	Wasco County	63.9%	24	Jackson County	56.4%
7	Clackamas County	63.7%	25	Lake County	55.8%
8	Umatilla County	63.4%	26	Tillamook County	53.7%
9	Sherman County	63.2%	27	Klamath County	53.3%
10	Wheeler County	61.4%	28	Gilliam County	52.0%
11	Marion County	61.1%	29	Grant County	51.4%
12	Benton County	60.5%	30	Baker County	51.3%
13	Deschutes County	59.9%	31	Lincoln County	51.0%
14	Clatsop County	59.3%	32	Crook County	50.7%
15	Columbia County	58.0%	33	Douglas County	49.7%
16	Polk County	58.0%	34	Coos County	49.2%
17	Malheur County	57.7%	35	Josephine County	47.4%
18	Linn County	57.3%	36	Curry County	44.0%

Source: Local Area Unemployment Statistics, U.S. Department of Labor Bureau of Labor Statistics

Composition of Regional Labor Force

Coos and Curry Counties are in the quartile of Oregon counties with the highest share of workers over 55; Douglas' share is more typical.

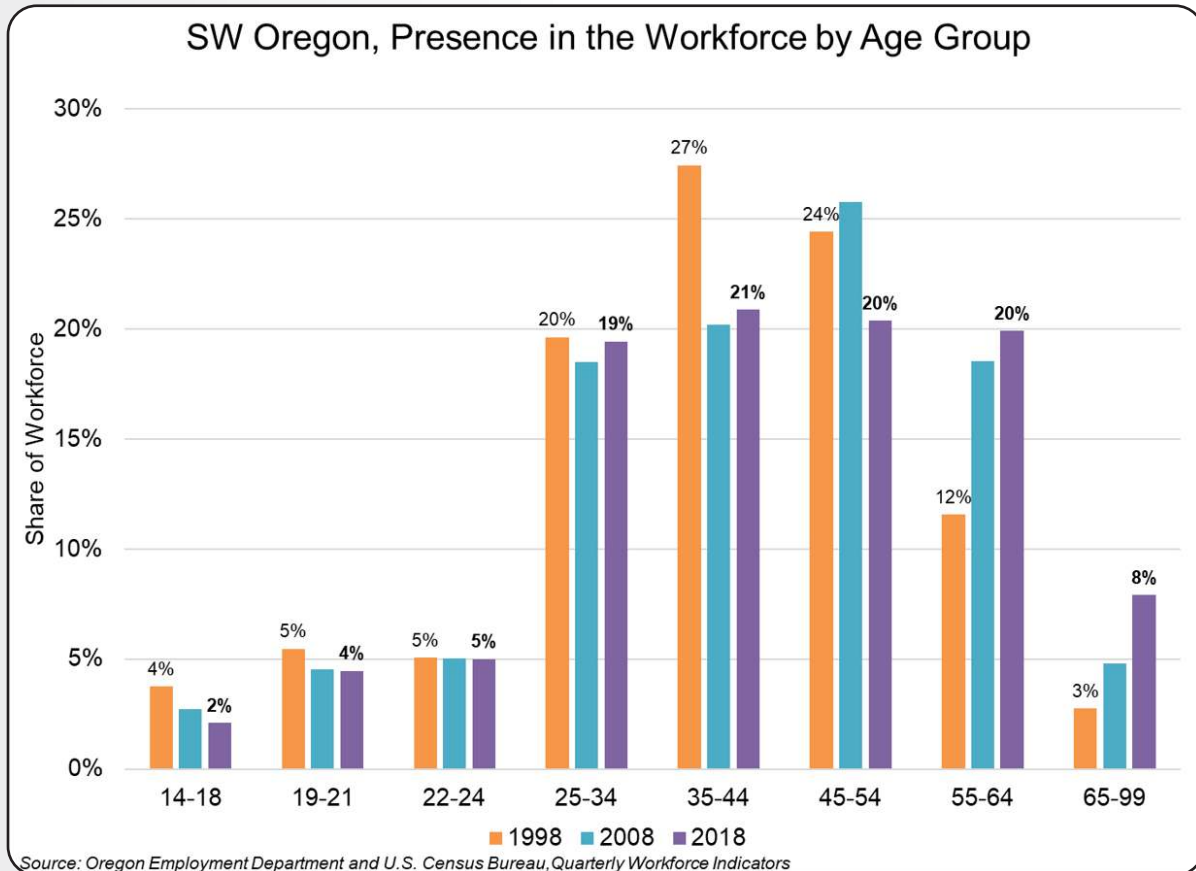
Rural Counties Have Higher Shares of Workers 55 and Over, 2017					
Area	Number of Workers 55 and Over	Percent of All Ages	Area	Number of Workers 55 and Over	Percent of All Ages
Oregon	426,530	23%	Morrow	1,375	26%
Wheeler	116	37%	Malheur	3,779	26%
Wallowa	906	37%	Union	2,627	26%
Grant	640	32%	Klamath	5,651	26%
Gilliam	228	31%	Jackson	21,721	25%
Lake	680	31%	Yamhill	8,589	25%
Lincoln	5,130	31%	Linn	11,143	25%
Harney	648	30%	Benton	9,212	25%
Curry	1,770	29%	Lane	37,375	25%
Coos	6,196	29%	Hood River	3,194	25%
Tillamook	2,581	28%	Columbia	2,574	25%
Sherman	186	28%	Marion	37,049	24%
Clatsop	4,444	27%	Umatilla	7,519	24%
Jefferson	1,671	27%	Polk	4,753	24%
Crook	1,428	27%	Clackamas	38,806	24%
Baker	1,461	27%	Deschutes	16,994	22%
Josephine	6,927	27%	Multnomah	105,639	21%
Wasco	2,902	27%	Washington	61,250	21%
Douglas	9,341	26%			

Source: Oregon Employment Department and U.S. Census Bureau, LEHD



Change in Age Distribution within Labor Force

Over the past 20 years, the share of regional jobs held by older workers has steadily increased, in part because older workers are remaining in the workforce longer. The percentage of regional workers who were more than 55 years old increased dramatically in the past 20 years, moving from 12% in 1998 to 20% in 2018. During that same period, the percentage of workers over 65 years of age grew from 3% to 8% of the workforce. Meanwhile, the share of workforce participation by 19-24 year-olds has been trending slightly downward: 19-21 year-olds dropped from 5% of the workforce in 1998 to 4% in 2018; 22-24 year-olds' share held steady at 5%.



Education

Levels of educational attainment in the region for young adults are significantly lower than state averages. In the period 2013-17, a plurality of 18-24 year-olds across the region had no more than a high school degree. A slightly smaller group had additional training or certification.

Of perhaps greatest concern, however, is the estimated percentage of individuals in the 18-to-24 age group who, in the period 2013-2017, had not completed high school. This subset of that age group ranged from a “low” of 19.7% in Douglas to a high of 27.4% in Curry County -- all well above the state average of 13.9%. (Note: other data reporting educational attainment of all residents older than 25 is less indicative of active workforce education levels, because that data includes the large proportion of older individuals who are no longer in the workforce, and may be further skewed by the inclusion of more highly-educated in-migrating retirees.)

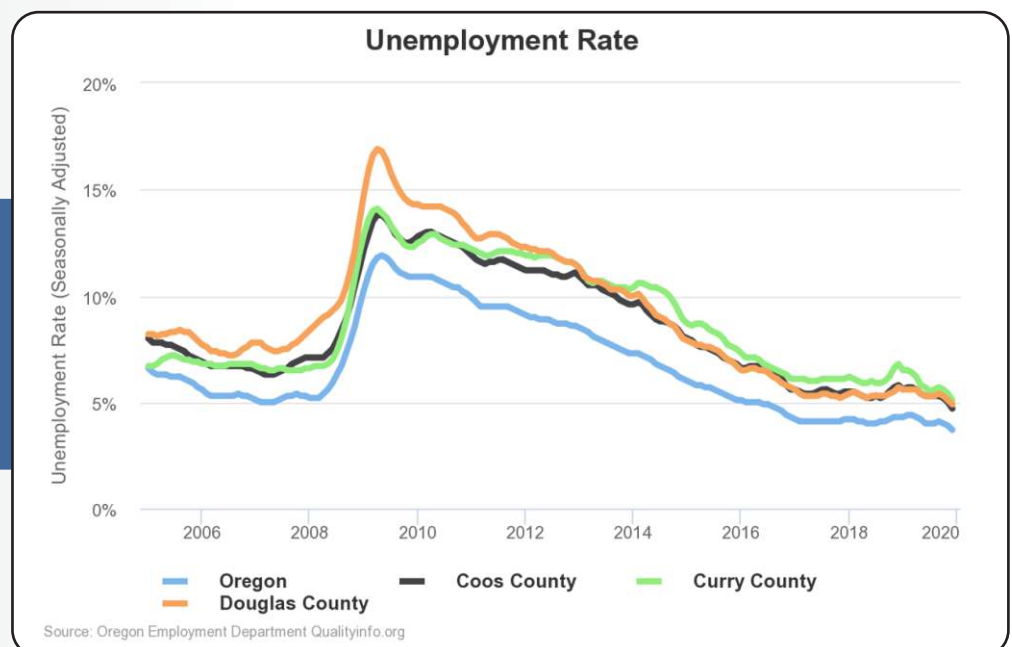
In all three counties, women were more likely than men to have achieved education beyond high school.

Highest Educational Attainment 18-24 yr. olds 2013-2017								
	% ≠ H.S.		% H.S.		% H.S. +		% B.A.+	
Oregon	13.9		30		47.22		8.9	
	F	M	F	M	F	M	F	M
	11.8	15.8	27.2	32.7	50.4	44.2	10.6	7.3
Coos	24.2		34.5		35.2		6.1	
	F	M	F	M	F	M	F	M
	22.6	25.9	31.8	37.4	38.5	31.8	7.2	4.9
Curry	27.4		45.1		26		1.5	
	F	M	F	M	F	M	F	M
	18.5	34.1	46.2	44.4	32	21.4	3.3	0.2
Douglas	19.7		40.7		36.2		3.4	
	F	M	F	M	F	M	F	M
	16	22.8	40.1	41.2	39.7	33.3	4.2	2.7

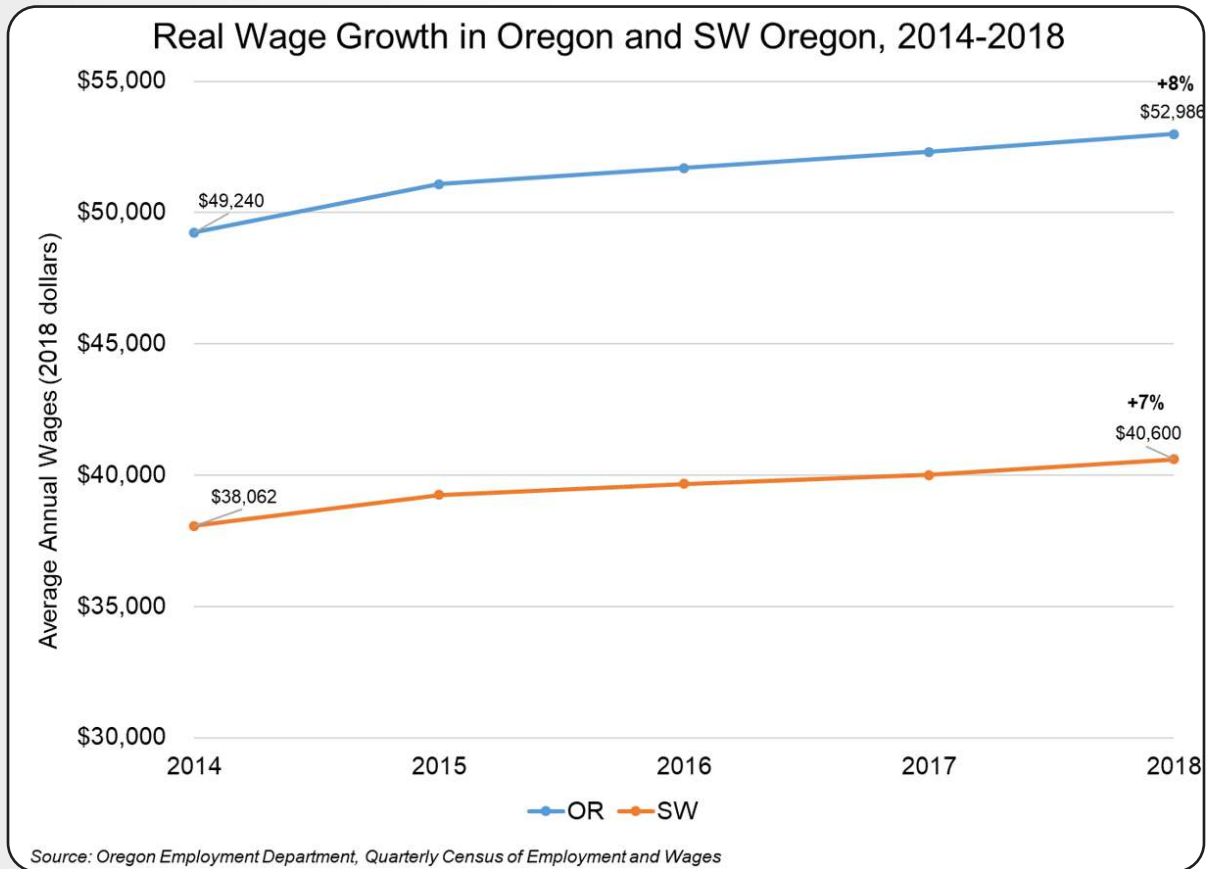
Source: American Community Survey, US. Educational Attainment

Employment

Unemployment rates in the region are higher than for the state as a whole, but are the lowest since 2006.



However, employment in the region is less lucrative than it is statewide, and wage rates are growing more slowly



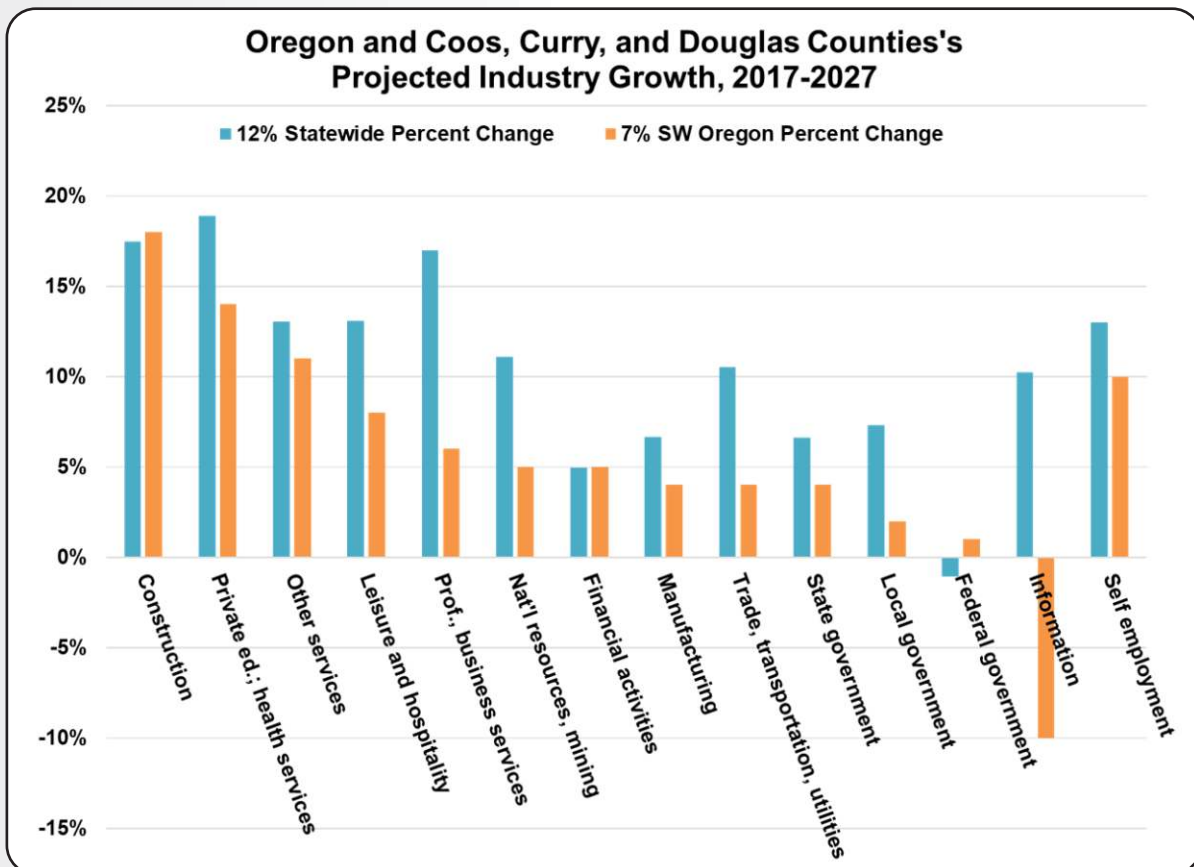
Generally, high wages are increasing more rapidly than lower wages across the state. Thus, unless the region develops more higher-paying jobs, it appears to be at serious risk of falling further and further behind. In fact, the most recent job vacancy report from the Oregon Employment Department indicates that, of nine state regions, Southwestern Oregon in 2019 offered the lowest average hourly wage. Southwestern Oregon's job vacancies were also among the least appealing: the proportion of vacancies in the region was second lowest in the state for full-time positions, and for permanent positions

Photographic services provided by Anne Matthews, Southwestern Oregon Community College



Economic analysis

The SW Oregon regional economy is appearing to stabilize to a large degree following the 2008 recession, but, as noted, the region is recovering more slowly than more urbanized parts of the state. It continues to lag behind state averages, and well behind metro regions. As noted by OED's "The Employment Landscape of Rural Oregon" (May 2017), lack of economic diversity in most of Oregon's rural areas has rendered them generally more vulnerable to economic shocks, and less well positioned to rebound from recession. OED projects only 7% employment growth in the region from 2017-2027, compared to projected 12% growth statewide.



In fact, those projections may be overly optimistic, as growth at all scales has slowed significantly since these reports were generated. Statewide employment had grown by 6% in 2014-16 but slowed to 4% in 2016-18. During the same period, the rate of regional employment growth declined from 5% to 3%. Similarly, the rate of real wage growth statewide slowed from 5% in 2014-16, to 2.4% in 2016-18; and in the region from 4.2% to 2.3%.



Existing wages

Average regional inflation-adjusted wages have declined slightly relative to the state average, from 77% in 2014 to 76% in 2018. Wages increased statewide between 2014 and 2018 at 8%, while the already-lower average regional wage increased by just 7% in the same period.

As noted above, this gradual decline in local wages relative to statewide figures is likely due to the fact that regional employment is concentrated in sectors in which a higher percentage of workers receive lower-end wages (see industry sectors, below). In order to attract employers offering higher-paying jobs, and increase the capacity of current employers to offer higher wages, it is essential that the region develop a more highly skilled workforce.

Wage rates in the region provided by the Oregon Employment Department identify “high wage” jobs for the area as those paying more than \$16.50/hour. It is not clear whether OED's characterization of “high wage” is current. The Massachusetts Institute of Technology's living wage calculator suggests that the figure used by OED is insufficient for even subsistence-level living for most households, and barely sufficient for a household of two adults employed full-time.

MIT "Living Wage" Calculations by County

	One Adult	One Adult, 1 child	Two Adults, 1 working, 1 child	Two Adults, 1 working, 2 children	Two Adults, both working, 2 children
Coos	\$11.13	23.86	\$22.45	\$25.26	\$16.35
Curry	\$11.69	24.74	\$23.34	\$26.15	\$16.79
Douglas	\$11.03	23.71	\$22.31	\$25.12	\$16.27

The MIT living wage is perhaps better defined as a minimum subsistence wage: it is a minimum income standard setting a very fine line between self-sufficiency for the working poor, and the need to seek out public assistance or suffer consistent and severe housing and food insecurity. The minimum subsistence wage for each county is based on geographically specific expenditure data for likely minimum food, childcare, health insurance, housing, transportation, and other basic necessities (e.g. clothing, personal care items, etc.) costs, including the rough effects of income and payroll taxes. It does not enable savings and investment for the purchase of capital assets (e.g., provisions for retirement or home purchases) and does not allow for expenditure on pre-prepared or restaurant meals, entertainment, or unpaid vacations or holidays.

Existing industry sectors

Relative sector shares of regional employment remained generally stable between 2008 and 2018. The sectors representing the four largest shares of regional employment throughout this period were trade, transportation and utilities; health care and social assistance; leisure and hospitality; and manufacturing. At the same time, four of the seven smallest sectors in 2008 contracted further by 2018. The information sector, which represents just 1% of all regional employment, employed 24% fewer people in 2018 than in 2008. These figures strongly suggest continuing regional challenges in achieving greater economic diversity.



EMERGING IN-DEMAND SECTORS AND OCCUPATIONS

**SOWIB's Emphasis: Sector-Aligned, High-Wage
High-Demand Jobs < 4 Yr. Degree***

	Projected 2027 Demand
Registered Nurses	1,662
Truck Drivers Heavy & Tractor-Trailer	1,592
Carpenters	1,123
Logging Equipment Operators	731
Maintenance and Repair Workers	712
Logging Workers, Other	488
Sawing Machine Setters, Operators	396
Industrial Machinery Mechanics	357
Operating Eng/Construct. Equip. Ops	313
Electricians	310
Auto Service Technicians/Mech	303
Production Workers	303
Woodworking Machine Setters	268
Bus and Truck/Diesel Eng. Mechanics	250
Assemblers and Fabricators	200

The Oregon Employment Department projects significant growth in regional employment demand for “high wage” jobs in five sectors, four of which also enjoy the region’s highest share of employment. Demand in all of these sectors appears to be closely related to the anticipated aging-out of existing highly skilled workers, and the health care requirements of an aging population.

In descending order of demand, OED has projected highest demand over the next seven years for occupations concentrated in a few of the region’s comparatively stable or growing sectors: health services; construction; trade, transportation and utilities; leisure and hospitality; and manufacturing. Certain occupations within those sectors are identified by OED as “high wage.” (*Note: the list of “high wage” jobs provided by OED has been adapted to align with realistic workforce training goals for the region, given regional educational attainment. Jobs requiring more than two years’ post-secondary education, government jobs, management positions and office work of general application are not shown.)

SOWIB intends to concentrate workforce recruitment and training efforts on high wage jobs that align both with targeted sectors and with existing and realistically achievable regional educational levels.

Nursing is especially significant at the regional level in terms of both demand and wages. The health care sector (which also includes medical assistants) provided 18% of regional employment as of 2018, compared to a 15% share statewide. Regional employment in this sector grew by 24% from 2008 to 2018. Regional demand for nurses and medical assistants remains high.

SOWIB’s independent assessment of remaining workforce training needs and opportunities is consistent with South Coast Business Development Corporation’s Comprehensive Economic Development Strategy for 2019-2023. That document notes that the region is “lacking skilled trade school/vocational education in the high schools” and has a “sense of urgency to develop a workforce skilled in those areas.”

The trade, transportation and utilities sector continues to show high demand for truck drivers. SOWIB and partners support a truck driving school at Umpqua Community College in Roseburg, and are in the process of establishing a trucking school in Coos County to expand outreach and facilitate access to the training required for a commercial driving license.

Within the manufacturing sector, high demand is anticipated for multiple positions in the wood products industry. Although these positions are distributed across multiple occupational categories, they all fall within the wood products sector, e.g., plywood finishers, logging workers, sawing machine setters, woodworking machine setters, and subsets of other occupations listed. Employment demand may be especially linked to the rapidly emerging cross-laminated timber market. In recognition of this demand, SOWIB convened a meeting of regional wood products employers in February 2020, to identify common industry needs and support capacity to lead planning and strategic implementation of appropriate recruitment and training.

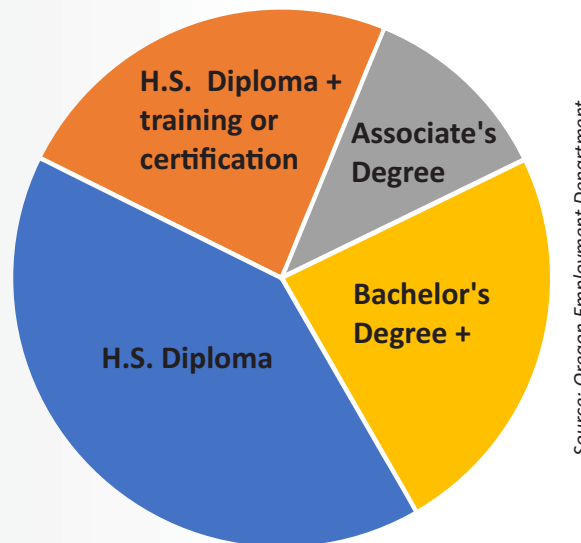
Regional manufacturing also presents demand for metal fabricators and associated skilled technicians. Because this fabrication sector is so broad, SOWIB convened an initial exploratory meeting with multiple employers in the maritime industry to assess potential for useful assistance. The varied ports along the region’s coastline create continuing demand for shipyard work, boat fabrication and repair. As SOWIB develops training plans for basic skills required for that work, we expect training will expand to improve employment of metal fabricators inland.

The leisure and hospitality industry is an important component of the regional economy. However, entry level jobs in this industry are not considered “high wage,” and are often part-time and seasonal. Additionally, the sector’s composition – extremely small businesses, decentralized and dispersed – does not lend itself to effective convening and sector leadership of a pooled effort. However, SOWIB recognizes that many of the skills required for entry level success in hospitality are similar to the fundamental social skills required for success in any workplace and will be cognizant of this industry’s needs when initiating planned “soft skills” trainings.

Alignment with workforce educational levels

As shown in the chart below, the majority of projected high-wage, high-demand jobs in the region require less than a two-year degree and are fairly well-aligned with current or reasonably attainable local educational levels and training/certification. The glaring exception to alignment with employment opportunity is the large percentage of 16-24 year olds lacking a high school degree. SOWIB's plan focuses heavily on engaging this group to reverse this trend with greater support earlier for improved understanding and connection with workplace opportunities.

**2027 High-Wage and High-Demand Jobs in
SW Oregon by Minimum Educational Requirement**



Source: Oregon Employment Department

Moreover, data and anecdotal information from a wide spectrum of regional employers strongly indicate that this age group is failing to find or avail itself of “on-ramps” to self-sustaining adulthood. Employers report difficulty finding applicants who are conversant with, or able to live up to basic expectations about interpersonal relationships on the job, reliability, and self-management. Many reportedly appear unfamiliar with basic workplace norms and unconvinced of the need for 'soft skills,' and in some cases appear to lack understanding of how to go about securing a job. SOWIB plans to work closely with schools and groups working with out-of-school youth and young adults to develop and implement more fundamental strategies for building this awareness, including mentoring programs, apprenticeships, and other introductions to adulthood. Some of these may be structured to build on SOWIB's innovative successful strategies for engaging youth and creating internships.

Additional barriers to employment

SOWIB recognizes that workers who are otherwise well-prepared for regional employment may remain unable to enter the workforce due to practical issues including the scarcity of affordable childcare, and lack of affordable housing. The significance of these barriers is reflected in part in the “living wage” data above. While most aspects of these issues are not directly within SOWIB's mission or scope of activities, SOWIB is keenly aware of their relevance to achievement of SOWIB's vision of a thriving community and engaged, productive workforce. We will continue to maintain awareness of and support for the work of groups focused on solutions to these complex challenges, especially to the degree that that work may also generate employment, e.g., in the construction industry. Awareness is promoted in part through SOWIB board members, some of whom also serve on relevant taskforces. Additionally, SOWIB anticipates including these groups as invited speakers to SOWIB convenings and relevant employer meetings.

Our strategic plan for 2020-2024 confirms our continued commitment to the values, imperatives and objectives of the state Workforce and Talent Development Board as applied to regional conditions, and identifies specific ways in which we will continue building on successes and partnerships achieved over the past four years.



Vision



Values



Mission



Goals

OUR MISSION

Maximize regional collaboration, effective innovation and coordinated investment of public-private resources to optimize equitable access to family-sustaining employment.

OUR VISION

Our region's communities prosper: a diverse, talented workforce supports and attracts businesses providing family-sustaining employment.

OUR VALUES

Collaboration and Inclusivity: We seek and share information and expertise with all who share our vision.

Innovation and Adaptability: We encourage creative approaches to problems, using pilot projects to test new approaches; we maintain a culture of learning.

Fact-based decision-making: We use verified data, informed by regional employers, educators, and community partners, to set priorities and guide project implementation.

Optimize R.O.I: We emphasize cost-effective, pre-emptive strategies, promoting opportunities to build skills for employability and adaptability to new opportunities.

Equity, accessibility and inclusion: We respect and value diverse perspectives, including those of different genders, race, ethnicity, national origin, age, sexual orientation or identity, education or disability.

Accountability: We use meaningful, objective measures of performance to assure effective use of resources.



Photographic services provided by Anne Matthews,
Southwestern Oregon Community College

OUR GOALS



Goal 1

Increase workforce equitable access to information and services.

Strategy A: Increase awareness of training and employment opportunity by disseminating information through diverse and targeted media.

Strategy B: Increase workforce equitable access to services.



Goal 2

Increase equitable, effective student and youth access to information and services.

Strategy A: Disseminate employment and training information to in-school ("ISY") and out-of-school ("OSY") youth.

Strategy B: Design message format and content consistent with youth values.



Goal 3

Develop workforce skills consistent with current and future employment.

Strategy A: Maintain awareness of employer perspectives on workforce engagement.

Strategy B: Focus training for identified high-wage, high-demand employment opportunities.



Goal 4

Maximize capacity to achieve mission.

Strategy A: Conduct board business to highest standards.

Strategy B: Optimize oversight and coordination of WorkSource and partners.

Strategy C: Monitor effectiveness of community and workforce engagement and services.

Strategy D: Increase capacity and resources for innovation and implementation.