

Draft for committee review; to be made publicly available 3/12

Workforce Innovation and Opportunity Act

Local Plan

SOUTHWESTERN OREGON

Submitted by

Southwestern Oregon Workforce
Investment Board

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Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in **eight (8) pages or less**. The Oregon Employment Department's Workforce and Economic Research Division has a regional economist and workforce analyst stationed in each of the nine local areas. These experts can assist in developing responses to the questions 1.1 through 1.3 below.

1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

Overall economic conditions in SW Oregon appear fairly stable but remain well below statewide averages. As compared to the state, regional employment is concentrated in sectors in which more workers receive lower-end wages. This concentration has exponential adverse impact on regional growth because over the past ten years (or more), wages in higher-paying sectors have grown at much faster rates.

Average inflation-adjusted wage in the region has declined slightly relative to the state average, from 77% in 2014 to 76% in 2018. Statewide, wages increased from 2014-2018 by 8%, while the already-lower average regional wage increased by just 7%. The region is projected to experience only 7% employment growth from 2017-2027, compared to a projected 12% statewide.

Growth rate projections are possibly overly optimistic, because growth at all scales has slowed significantly since 2016 and that trend appears to be continuing. Statewide employment growth has declined from 6% in 2014-16, to 4% in 2016-18, while employment growth in the region has declined by from 5% to 3%. The rate of real wage growth statewide has declined from 5% in 2014-16 to 2.4% in 2016-18; and in the region from 4.2% to 2.3%.

Existing industry sectors. Relative sector shares of regional employment remained generally stable between 2008 and 2018 (as was the case at the state level). Regional sectors representing the largest shares of employment held the same positions relative to each other in 2008 and in 2018. At the same time, four of the seven smallest sectors in 2008 had lost total employees by 2018, suggesting the region is not yet succeeding in efforts to achieve greater economic diversity.

Trade, transportation and utilities continued to provide the largest share of regional employment (19% share, in parallel with the state; 20% at both regional and state scales in 2018). Actual regional employment in this sector declined by 1% over the past ten years.

Similarly, the health care/social assistance sector remains the second-largest provider of employment at both state and regional scales. However, this sector is much more significant at the regional level. As of 2018, health care/social assistance provided 18% of regional employment, compared to 15% statewide. Most importantly, actual regional employment in this sector grew by 24% from 2008 to 2018.

The 3rd largest share of regional employment (13%) is currently provided by the leisure and hospitality sector (compared to 4th largest share of the state economy, at 12%). Actual share of regional employment in this sector was static between 2008 and 2018. Manufacturing is the region's 4th largest provider of regional employment (11%; it is the 5th largest statewide, at 10%). Regionally, actual employment in the manufacturing sector declined by 3% from 2008 to 2018, likely due to a combination of the lingering effects of the 2008 recession, and hiring challenges discussed elsewhere.

Two of the region’s smaller sectors added jobs while retaining the same relative shares of the regional economy. Natural resources, the region’s 9th largest sector (and the state’s 11th largest), held steady at 5% regional job share, while offering 5% more jobs. Professional and business services remained the 5th largest sector in the region (and the 3rd largest in the state), while offering 13% more jobs.

The most significant job contractions in the region between 2008 to 2018 occurred in sectors that, while representing comparatively small shares of regional employment, may offer higher concentrations of higher-paying or (at least historically) more stable jobs.

Regionally, the government sector (7th largest employer in the region; 9th largest in the state) experienced a 16% job loss (compared to a 1% reduction statewide). Financial activities, which fell from 10th to 11th largest share of regional employment (but held steady as 8th largest statewide), were reduced in the region by 15%. Regional employment in educational services continued to hold 6th place as a share of both state and regional employment, but actual jobs dropped by 6% in the region. The information sector, the 11th largest sector at both regional and state scales, represents 2% of state employment, but just 1% of regional employment, and regional employment in that sector dropped by 24% from 2008 to 2018.

Emerging in-demand sectors and occupations:

The Oregon Employment Department projects significant growth in employment demand in five sectors. In descending order of demand, the highest absolute numbers of jobs are projected, by sector, for health services, construction; trade, transportation and utilities (largest sector), leisure and hospitality, and manufacturing.

Job projections for health care employment continue the strong growth trend observed over the past ten years. The projections for the other four sectors represent new opportunity; regional employment in those areas has been static or slightly negative for the past ten years; these sectors were more vulnerable to the 2008 recession.

Cross-referencing among the Oregon Employment Department’s projected “high-demand/high wage” job analyses (i.e., jobs paying more than \$16.50/hr.) and OED’s analysis of jobs offering highest pay, and distinguishing government and generic office, management and clerical positions from more specific regionally significant industry employment, the following appear to be the most promising employment opportunities. Bolded jobs are aligned most closely with sector size in the region and for which training and certification are most feasibly addressed by sector strategies and workforce investment partner focus.

Job	2027 Demand	Job	2027 Demand
Registered Nurses	1,662	Bookkeeping, Account & Audit Clerks	1,086
Truck Drivers Heavy & Tractor-Trailer	1,592	General and Operations Mgrs.	1048
Carpenters	1,123	Retail Sales Mgrs.	945
Logging Equipment Operators	731	Sup/ Mgr. Office & Admn Support	524
Maintenance and Repair Workers	712	Police and Sheriff’s Patrol	406
Logging Workers, Other	488	Accountants & Auditors	363
Sawing Machine Setters, Operators	396	Produc/Operation Supervisors	299
Industrial Machinery Mechanics	357	Other Managers	284

Operating Eng/Construct. Equip. Ops	313	EMT/Paramedics	283
Electricians	310	Business Operation Specialists	259
Auto Service Technicians/Mech	303	Clergy	256
Production Workers	303	Billing and Posting Clerks	248
Woodworking Machine Setters	268	Social and Human Service Assist.	244
Bus and Truck/Diesel Eng. Mechanics	250	Medical and Health Service Mgrs.	234
Assemblers and Fabricators	200	Firefighters	233
		Packaging/Filling Machine Operators	219
		Social and Community Service Mgrs.	211

1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

More than half of projected regional high-demand, high-wage job openings require either a high school education, or high school with additional training and certification. A high school diploma alone is required for 40% of openings (8,462 jobs). Post-secondary training or certification is required for an additional 23% (4,972). A 2-year degree is required for 11% of projected openings (2,407 jobs), with the remainder requiring at least a Bachelor's degree (and higher).

In four of the five in-demand sectors (construction; trade, transportation and utilities, leisure and hospitality, and manufacturing), almost all high-demand jobs (e.g., carpenters, logging equipment operators, maintenance and repair workers, a variety of manufacturing/fabrication jobs) require only a high school diploma. Additional entry-level requirements noted by multiple employers include capacity for self-management and effective workplace function. Employers also report a desire to hire individuals who have some familiarity with and interest in the work, demonstrate basic skills or learning aptitude, and show willingness and ability to exercise critical thinking and problem-solving skills.

Post-secondary training and certification is required for especially high-demand jobs e.g., truck drivers, health care workers, and bookkeeping, accounting and auditing clerks.

A two-year degree is required for nurses in the region. Nursing jobs top the list of projected need.

All in-demand occupations in every sector require capacity to meet minimum expectations of reliable performance and ability to establish and maintain productive, appropriate relationships with co-workers, supervisors, and customers. Regional employers consistently report lack of basic skills in self-management and social interaction as a major barrier to hiring and/or job retention.

1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

The 24-month average unemployment rate in each county in the region is significantly higher than for the state as a whole: the state unemployment rate is 4.1%, while regional averages are 5.34% (Coos), 5.36% (Douglas), and 5.9% (Curry).

Older employees are increasingly represented in the regional workforce: 55-64 year olds made up just 12% of the workforce in 1998, growing to 20% by 2018. Workers are also remaining longer in the workforce: those over 65 represented just 3% of the workforce in 1998, growing to 8% by 2018.

Employers in all important regional sectors report concerns about the impending loss of these older workers' accumulated knowledge, skills and expertise, particularly given what employers' perceive as the younger workforce's indifference to the opportunities presented. Employers in all high-demand sectors in the region, and WorkSource partners, provide extensive anecdotal evidence that the rising workforce is at best marginally equipped for employment, in terms of both educational attainment and "soft skills."

18-24 year olds. Educational attainment for 18-24 year olds in the region is significantly lower than the state average for this group. While 14% of this age group statewide has no high school degree, that figure rises to 19.7% in Douglas County, 24.2% in Coos County, and 27.4% in Curry County. In each county, the group without a high school degree includes a significantly greater proportion of males, especially in Curry and Douglas Counties.

Statewide, the proportion of 18-24 year olds with a high school degree and no additional training or certification is 30%. That figure rises to 40.7% in Douglas County, 34.5% in Coos, and 45.1% in Curry, with the genders more equally represented.

Because well over half of 18-24 years olds in the region have no more than a high school education, the region lags well behind state averages in the proportion of this group with post-secondary training or education short of a four-year degree. Compared to the state average of 47.22% with post-secondary training short of a **four-** year degree, only 36.2 % in Douglas, 35.2% in Coos, and 26% in Curry are similarly prepared; women are overrepresented in this group.

25-34 year olds. The region's slightly older cohort, 25-34 year-olds, is more highly educated than the 18-24 year old group, at a rate more comparable to state averages, with a higher percentage of women than men enjoying higher levels of education and training. The disparity in educational attainment between this and the younger age groups is notable, and may in part reflect differences in educational approaches over the past ten years; or that many of the younger group are currently enrolled and delaying entry into the workforce. However, for the current younger group to achieve the educational levels enjoyed by today's 25-34 year olds, between 17% and 27% percent of today's 18-24 year olds would need to have received additional training and education in the next ten years.

Regional employers in every sector report great difficulty in finding and retaining employees familiar with basic workplace culture and norms and able to conduct themselves accordingly. Employers describe applicants for jobs in sectors as diverse as hospitality and manufacturing as profoundly lacking in "soft skills"; they are described as not knowing how to engage in civil interactions, unaware of social norms, and/or indifferent to the value of positive relationships with supervisors, co-workers and customers. This seeming lack of on-the-job engagement may be in part a consequence of the region's long legacy of boom and bust cycles followed by sustained regional economic recession: younger generations presumably seek freedom and independence, but

they have seen fewer examples of sustained adult employment leading to economic security and do not know how to achieve it for themselves.

Overall, the region faces high dropout and unemployment rates, low levels of educational attainment among 18-24 year olds as compared to 25-34 year olds, and widely reported difficulties in finding minimally qualified employees. These factors suggest that larger numbers of regional youth are leaving high school with or without degrees; that more of them are spending several years disconnected from the workforce and from educational institutions; and that those years in employment limbo render them less able to ultimately gain and sustain employment.

Additional barriers to employment in the region include rural populations widely dispersed in areas lacking in public transportation, and limited availability of affordable childcare and housing.

1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

Current adult and dislocated worker workforce development services include

- Basic career services, such as labor exchange services, labor market information, resume and cover letter workshops, application completion/job search workshops, NCRC assessments, typing tutorials, Kenexa assessments, job listings and information on programs, for all job seekers.
- Individualized services, such as career planning, individual job search, short-term courses, GED and ESL preparation, short-term pre-vocational training, and testing in preparation for a credential or other WIOA services, for qualified job seekers. Any participant receiving individualized services must have an Individual Employment Plan based on an assessment and identification of steps the job seeker should take to align his or her skills with current employment opportunities.
- Training services for individuals who are unlikely to obtain or retain employment at self-sufficiency or higher wages through career services alone and who are unable to obtain other grant assistance for this career training.
- Supportive services are offered on a limited basis to individuals who need additional assistance to pursue necessary training and who cannot receive assistance through other means.

Training services to Adults and Dislocated Workers are resulting in higher median earnings and higher employment rates, although additional “soft skills” training appears likely to improve job retention. Those receiving training services report earnings of \$6994, while those receiving Basic Career Services earn \$5,417 and those with Individualized Career Services earn \$4,967.

Rates of employment are significantly improved as measured in the second quarter after exit: 78.7% of those receiving training are employed, compared to 70.4% for those who receive only Basic Career Services, and 69.7% for those in Individualized Career Services. However, rates of employment decline in the fourth quarter, from 78.7 to 73.7% for those with training, from 70.4 to 69.6 for those receiving Basic Career Services, and from 71.2 to 69.7% for those that receive Individualized Career Services.

Customers accessing Basic Career Services appear to have the hard skills required to secure employment, those in Individualized Services would benefit from training services, and those in Training Services appear to need additional soft skills and/or job retention skills, given the drop in employment status by the end of one year, as compared to the first three months after receipt of services.

Currently, services are offered in coordination with WorkSource offices in Roseburg, Coos Bay and Brookings, the local community colleges and the Oregon Department of Human Services.

Training in soft skills continues to present challenges because adult and dislocated WorkSource customers frequently appear unconvinced of the value or relevance of those skills in the employment context, and because development of those skills requires significant amounts of time and sustained intensive effort.

1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

Youth workforce activities will increasingly focus on building awareness and appreciation at earlier ages of the range of employment opportunities available, including understanding that early entry into the workforce, possibly accompanied by additional education and certification, is the most reliable pathway to economic independence. This strategy is directly responsive to regional data indicating that youth are tending to avoid or delay education and entry into the workforce, and during that delay fall further and further behind in their capacity to conform with workforce norms.

For youth and young adults, ages 16 to 24, we will focus on increasing direct connections to the labor market, entry into career pathways, increased education and comprehensive work experience. The effectiveness of this service is measured by outcomes in placement in either employment or post-secondary education, attainment of industry-recognized degrees or certificates, and progress in training opportunities. Consistent with WIOA, SOWIB places particular emphasis on outreach and provision of services to out-of-school youth.

Currently, SOWIB's contracted provider enrolls eligible youth and young adults, ages 14-24. They are currently recruited through schools, partner organizations and agencies served by contracted providers. Services include:

- Assessment of each participant's academic level, aptitudes and interests;
- Development of an individual service plan to define the short- and long-term goals for development of competencies and skills. These are reassessed every 90 days to assure they are relevant and current.
- Assistance in obtaining a high school diploma or GED if needed, including study skills training and referrals to community college GED programs;
- Employment preparation through career exploration, industry tours and pre-employment skills workshops;
- Work experience through internships, on-the-job training, pre-apprenticeship programs and other programs as identified.
- Employment placement and retention support through WorkSource offices.

Participant success is followed for a period of at least 12 months.

These services are provided to a significant number of new participants annually. Due to low graduation rates and above-referenced delays between high school and eventual employment, SOWIB awaiting word of

approval to direct 50% of expenditures to in school youth as a cost-effective early intervention measure. Sixty-five percent of participants are expected to attain a degree or certificate during participation or within three quarters after exit. Sixty percent of those engaged in a training service will attain a Measurable Skills Gain.

The following are among the youth workforce development programs available within the SOWIB area, with which SOWIB collaborates:

- Douglas County Partners for Student Success (DCPSS), and other partners are working to reduce the drop-out rate of high school students in K-12 services including the Science Technology Engineering, Arts and Math (STEAM) initiative, and out-of-school services for youth and young adults who have not yet not completed high school.
- Southwestern Oregon Community College (SWOCC) and Umpqua Community College (UCC) Career and Technical Education Programs, an array of programs that help young adults earn family-wage jobs and careers in vocational and technical fields.
- TRIO Programs (Upward Bound and Talent Search) through Southwestern Oregon Community College (SWOCC) and Umpqua Community College (UCC) that help low-income, first generation students complete high school, enter college, and graduate or participate in a technical training program and provide academic counseling, career planning and career exploration for low-income and first generation students in high school. Upward Board programs include summer Leadership Academies that are held onsite at the colleges.
- Cow Creek Band of Umpqua Tribe of Indians - Youth Leadership Program, which engages tribal youth and young adults in developing leadership skills, engaging in community service projects and learning peer-to-peer counseling techniques.
- Wolf Creek Job Corp, helping youth learn to develop career options and identify career pathways utilizing connections with business representatives to discuss work readiness and what makes job applicants competitive in a work environment.
- Youth who score high enough on the NCRC receive a certificate and may earn benchmarks applied toward graduation requirements.
- Access to Student assistance Programs in Reach of Everyone (ASPIRE) and Oregon Promise, a mentoring program that matches trained and supportive adult volunteer mentors with middle and high school students to develop a plan to help them meet their education goals beyond high school.

A new SOWIB program launched in fall 2019 in cooperation with area schools shows great promise for increasing youth awareness and interest in pursuing local career options. Talent Advisors contracted through a service provider are working in schools in Coos, Curry and Douglas County assisting students with skill identification and resume preparation, while also facilitating school-employer relations allowing participation as appropriate in internships and work experience for credit. They are also coordinating with schools to enable teachers to participate in industry tours, allowing teachers to assist youth with career exploration.

SOWIB is currently pursuing a partnership with the Oregon Youth Development Council for projects focused on re-engaging youth dropouts and preparing to enlist non-traditional partners in outreach efforts.

Section 2: Strategic Vision and Goals

Please answer the questions in Section 2 in **twelve (12) pages or less**. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]

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

Our Mission: Maximize innovation, collaboration, and coordinated investment of public-private resources to optimize equitable access to 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, access 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.

GOAL I: Ensure workforce equitable access to information and services

Strategy A: Disseminate employment and training information to workforce through diverse and targeted media.

Strategy B: Assure workforce equitable access to services.

GOAL II. Ensure equitable, effective student and youth access to information and services.

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

Strategy B: Design messaging consistent with youth values.

GOAL III. Develop workforce skills consistent with current and future employment

Strategy A: Maintain awareness of employer perspectives.

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

GOAL IV. Operate as High-Performing Board

Strategy A. Conduct board business to highest standards

Strategy B. Optimize oversight and coordination of WorkSource and partners

Strategy C. Build capacity for innovation and implementation

2.2 Describe how the board’s vision and goals align with and/or supports the vision of the Oregon Workforce and Talent Development Board (WTDB):

The WTDB approved their [2020-2021 Strategic Plan](#) in September 2019.

Vision

Equitable Prosperity for All Oregonians

Mission

Advance Oregon through meaningful work, training, and education by empowering people and employers

SOWIB’s overarching vision, mission, values and goals align directly with the WTDB vision: Our vision, mission, values and goals emphasize equitable prosperity as the ultimate purpose of our work, and identify equity of access to information and services supporting realistic, employer-identified opportunities for training and employment as essential components of our strategy. Our values, which govern execution of all of our work, parallel the WTDB plan emphasis on inclusion, collaboration, bold innovation, and responsible, cost effective use of partnerships and resources. Goals I and II specifically address increased equitable access to training and work experience through both improved and targeted outreach and removal of access barriers for adult workforce (Goal I) and youth (Goal II). Strategies within those access goals address efforts to optimize effectiveness. Goal III focuses on ensuring that workforce services are appropriate to regional employer needs, through continued outreach and connection increasing employer contact and participation in shaping training and placement through the workforce development system, and focusing of SOWIB resources on high-demand, high-wage opportunities. Goal IV addresses creation/maintenance of a high-performing Board in terms of both WIOA compliance and overall effectiveness. Strategies under this goal specifically assure compliance with WIOA criteria and board best practices, continuing oversight and coordination of the regional WorkSource system and core partners, and increased capacity (resources) for innovation and implementation beyond WIOA Title I and state general fund support.

2.3 Describe how the board’s goals, strategies, programs, and projects align with and will contribute to achieving the WTDB’s Imperatives, Objectives, and Initiatives summarized below:

- Advancing equity and inclusion and connecting all of Oregon’s communities (tribal, rural, urban, and others);
- Working collaboratively and expanding workforce system partnerships, especially public-private partnerships;
- Acting on bold and innovative strategies that are focused on results;
- Aligning workforce system programs and services and investments;
- Increasing awareness, access, and utilization of workforce system programs and services;
- Understanding the true wages required for self-sufficiency and advocating solutions that address gaps;
- Increasing problem-solving and critical thinking skills in students, youth, and adults;
- Creating and recognizing industry-driven credentials of value including essential employability skills; and
- Increasing progress toward achieving Oregon’s Adult Attainment Goal.

SOWIB's goals, strategies and implementing programs and projects align with and contribute to the WTDB's Imperatives, Objectives and Initiatives as follows:

Advancing equity, Inclusion and connecting communities: SOWIB's plan emphasizes equity and inclusion at all levels, and includes specific strategies for achieving even more effective outreach and service to diverse targeted audiences. Projects include making better use of information channels and organizations already in contact (for other purposes) with groups we most wish to serve, including women, youth and tribal groups, as well as improvements to the SOWIB website to make information more readily available and useful to these audiences. Outreach to targeted youth in diverse circumstances will be achieved through programs and opportunities tailored to their perspectives, including partnering with schools and other partners to provide specific readily-accessible "on ramps" to assistance and ultimately sustained success in the workforce. Projects in this category include special industry tours for teachers for which teachers receive PDU credits, allowing teachers to serve as effective information conduits to students. Additionally, we have identified specific plans to improve access by rural residents through dedicated remote electronic access kiosks, and are using stronger feedback mechanisms with rural WorkSource customers to identify areas where inclusivity could be more effectively addressed.

Working collaboratively and expanding workforce system partnerships, especially public-private partnerships. Collaboration is explicitly named as a component of our mission and called out as one of our core values, and continues to be built into our operating norms. As in the past we will continue to engage on a weekly, if not daily basis with mandated workforce system partners with both informal regularly-scheduled meetings to share issues and concerns; our plan continues and extends that practice. SOWIB enjoys and continues to nurture strong, extensive public-private partnerships via a long-standing practice of regularly-scheduled open meetings held monthly in each of the three counties in the region, attended by members of the public and workforce partners and promoted on our website. We plan to continue and expand current highly effective sector partnerships (using the Next Gen model) with health care and transportation, and are in the early stages of establishing sector partnerships with the wood products industry and the maritime sector.

Acting on bold and innovative result-oriented action: SOWIB's plan identifies innovation as central to our work; it is referenced in both our mission and core values. We have already implemented innovative, successful actions including: 1) creation of an apprenticeship program leading to the Certified Clinical Medical Assistant credential; 2) coordination with and assistance to the community college resulted in doubling of nursing student enrollments to better meet employer demand, and 3) establishing improved on-line access for youth to training programs, including industry tours. We track measurable results for all initiatives. Specific innovations to be implemented pursuant to our plan include exploration of remote access technology for rural residents to address a major access barrier; continued expansion of outreach strategies including on-line connectivity and cross-training among core programs; partnerships with community groups that place SOWIB in more direct communication and trusted alignment with marginalized groups; and revision/adjustment to apprenticeship and training approaches for more efficiency and results. We continue working with private and community partners to identify and explore opportunities for intervention at critical "pinch points," including action to address subtle access barriers that are either unrecognized or unaddressed within existing programs. We track results of our efforts closely to continually refine and ensure appropriate use of resources.

Alignment of workforce system, program and services and investments. SOWIB ensures alignment of systems, services and investments in part through strict observance of WIOA oversight requirements, and through frequent informal and formal interactions and consultations among core partners, contracted service providers,

and SOWIB staff. Our strategic plan for 2020-2024 was developed with reference to all partners to ensure their awareness and understanding of overarching priorities, building in the framework for continued alignment and avoiding duplication of services and investment.

Increasing awareness access and utilization of programs and services. Two of the SOWIB Strategic Plan goals and related strategies specifically address actions for increased awareness of and access to programs and services. Goal 1 and supporting strategies and objectives focus on adult awareness and service access methods, while Goal 2 addresses strategies, objective and techniques for awareness and service access uniquely appropriate to youth. Planned improved access activities under these goals include, for rural audiences, creation of dedicated access lines and recurring on-site stationing of WorkSource representatives; creation and distribution of a simple hard copy resource and contact summary at locations used by target audiences, use of existing social media boards, appearances at community events, and improved online presence. We continue to work with WorkSource core partners on ensuring a welcoming and productive service experience to ensure positive customer experience and encourage positive word of mouth among members of target communities.

Understanding true wages. SOWIB compares “high wage” job data from OED against the Living Wage Calculator www.livingwage.mit.edu. OED’s definition of “high wage” hourly income is lower than the income indicated by MIT research as the minimum required for minimal food and housing security. In addition, we are investigating opportunities to provide training in financial literacy through our service providers for target populations.

Increasing problem-solving and critical thinking skills in students, youth, and adults: SOWIB’s strategic plan specifically identifies development of problem-solving and critical thinking skills as essential components of education and training programs. Our plan calls for incorporation of these elements in addressing youth audiences and increasing meaningful engagement. Strongly encouraged by local employers, we will continue working with our education partners at high school and community college levels to identify and promote programs that successfully move the needle for acquisition of these skills.

Creating and recognizing industry-driven credentials of value, including essential employability skills: We work directly with industries, particularly those with whom we are engaged in a sector partnership (e.g. health, transportation, wood products manufacturing, maritime) to identify particular skills essential to credentials and employability in that sector, and ensure that this information is shared with community colleges. We also work to ensure that existing programs are aligned with employer needs and expectations, and that the college is aware of needs for new or modified certification programs. Additionally, where community college services may not be well-aligned, we work through our service provider and with other contractual relationships to assist in provision of appropriate access to needed training to achieve credentialed status.

Increasing progress toward achieving Oregon’s Adult Attainment Goal: SOWIB’s work is directed toward increasing the number economically disadvantaged adults attaining a degree, certificate or credential valued in the workforce. Our focus on these audiences directly addresses Oregon’s Adult Attainment Goal because average wages, levels of educational attainment and employment rates in the region are all significantly lower than state averages. Programs and projects directed to this goal include those identified in connection with increasing access and utilization of services, above, together with additional initiatives to promote youth awareness of the realities of adult life. We also work to ensure that training and certification opportunities are offered on terms that are appropriate for this population, and which offer highly realistic opportunities for employment to advance Oregon’s Adult Attainment Goal.

2.4 Describe board actions to become and/or remain a high-performing board. These include, but are not limited to four categories with accompanying indicators, based on national best practices and characteristics of high performing local boards. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

- Data-driven Decision-making
 - The Board is positioned as the “go to” source for labor market information among community partners.
 - The Board utilizes the labor market intelligence provided by regional economists for decision making.
- Strategy
 - The Board monitors and updates a strategic plan.
 - The Board frames board meetings around strategic initiatives and utilizes a consent agenda.
- Partnerships and Investments
 - The Board collaborates regularly with core partners and organizations beyond the core partners.
 - The Board is business-driven and uses a sector-based approach to engaging local employers.
- Programs
 - The Board promotes efforts to enhance provision of services to individuals with barriers to employment.
 - The Board has established policies, processes, criteria for issuing individual training accounts that aligns with its identified goals, strategies, and targeted industries.

The board has explicitly adopted as a goal “Operate as a High-Performing Board.” Strategies and objectives under this goal address the specifics of board business: ensuring compliance with WIOA requirements, ensuring appropriate oversight of WorkSource operations, maximizing coordination and building capacity for innovation. The balance of the strategic plan, especially Goal III concerning continuing communication with employers to align training with needs, addresses specific areas of board focus through which it will achieve its mission.

Data-driven decision-making: SOWIB is recognized in the region as a reliable and unbiased source of labor market information. Monthly reports from OED are posted on our website (with earlier reports also available) for convenient public access. The Board decides on investment priorities using labor market intelligence provided by regional economists, augmented by information from regional employers.

Strategy: SOWIB uses the strategic planning process and resulting plan to establish clear priorities and guidelines for organizational achievement. The board conducts its board meetings so as to focus on actions and progress toward achievement of plan goals, with reference to the strategic plan to guide discussion and sequencing of activities to address priorities. We utilize a consent agenda for routine, procedural, informational and self-explanatory non-controversial items (while allowing for discussion, if requested, on any item, or removal of that item for individual attention).

Partnerships and Investments: SOWIB meets or communicates on a weekly, if not daily basis with mandated workforce system partners through both informal and regularly-scheduled meetings to share issues and concerns; our plan continues and extends that practice. We enjoy strong, productive public-private partnerships anchored in our long-standing practice of open community meetings held monthly in each of the three counties

in the region. Our investments of resources including staff time are guided by employer input and our awareness of existing core partner and other partner programs, consistent with our strategic plan. To date, two highly effective Next Gen sector partnerships with the health care and transportation industries have each resulted in establishment of multiple training/certification innovations or expansions successfully addressing major employment openings in these important industries. We are now in the early stages of establishing sector partnerships with the wood products manufacturing industry and the maritime sector, including exploration of areas of congruence in training needs, with the goal of either assisting partners in adapting existing credential programs, and/or contracting with a service provider to develop and deliver trainings appropriate to these employers' needs.

Programs: The board enhances provision of services to individuals with barriers to employment through increased outreach to targeted populations, including rural and youth. Strategies include use of diverse media and messaging tailored to those groups' needs and circumstances. We also work closely with WorkSource partners to ensure welcoming and appropriate connections are made between customers and training opportunities. The board has established policies, processes and criteria for issuance of individual training accounts that align with our goals, strategies, and targeted industries. For example, in order to promote efficient use of resources, our service provider contracts require that training funds may only be provided if the individual has been determined to be in need of training services and has the qualifications likely to lead to acquisition of the desired skills. To assure alignment and cost-effectiveness, the training must be shown to be directly linked to SOWIB priority sectors or other high demand occupations as documented by OED, that the individual is unable to obtain other grant assistance for such services, and the selected training is on the list of Eligible Training Providers. Training accounts may not exceed \$5,000 absent prior approval of the Executive Director, which may be granted at the director's discretion upon acceptable documentation of extenuating circumstances.

2.5 Describe how the board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

The board's goals relate directly to achievement of federal performance accountability measures, with use of objective measures of performance as an over-arching value. Our goal of operating as a high-performing regional workforce investment board includes regularly reviewing and assessing partner performance, which we accomplish largely through the I-Trac data system. I-Trac allows us to conduct oversight, daily and weekly monitoring to track enrollment and education rates following the 2nd and 4th quarters. Acquisition of measurable skills, and progress toward acquisition of skills while in training, are documented through review of transcripts and performance reviews entered into I-Trac, and recording of receipt of credentials when training is complete. We measure median earnings in the 2nd quarter after exiting through continued contact with service recipients, many of whom voluntarily contact us to report their success. We are able to assess our effectiveness in serving employers' hiring needs through a combination of OED reports & regular direct in-person communications with the sectors and employers we serve.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the questions in Section 3 in **eight (8) pages or less**. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]

SOWIB works consistently at multiple levels to maintain communications with core program organizations' work, to ensure that application of resources aligns with identified local workforce needs and employment opportunities, consistent with SOWIB's vision and goals. SOWIB meets at least quarterly with organizations that carry out programs, and representatives of those programs are reliable voluntary attendees at SOWIB's three monthly "workgroup" meetings (1 per county) at which employer needs and other workforce trends or challenges are discussed. SOWIB assures coordination of effort through mutual agreements as to allocation of roles and responsibilities in furtherance of the regional vision. These foundational documents in combination with frequent on-going communications allow us to avoid duplication of effort, promote cross-referrals and help all parties identify opportunities to implement mutually-reinforcing service strategies for service provision. SOWIB ensures that core program organizations and frontline staff are well informed about SOWIB's vision, goals and strategies for regional workforce development; because organizations were able to listen and participate in our 4 public input meetings prior to planning, they understand and share the vision and goals/strategies. The approved strategic plan will be shared with core organizations and its priorities, in combination with agency mandates, will guide ongoing activities.

3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

SOWIB's local workforce development system includes WIOA-required programs: Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. The board also includes community partners and stakeholders representing business, economic development, higher education and labor. The system also includes representatives of programs administered by the Oregon Economic Development Department, including Local Veterans' Employment, Disabled Veterans' Outreach, Trade Adjustment Assistance Programs and Unemployment Compensation.

3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of WTDB's goals and strategies. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

SOWIB maintains continuing formal and informal communication with partners to facilitate alignment in provision of services and identify opportunities for effective collaboration. We ensure that the One-Stop operator convenes quarterly Local Leadership Team meetings, which may be attended virtually or in person. Additionally, SOWIB holds standing monthly workgroup meetings in each county in the region, attended by partners and an array of community members. These meetings allow SOWIB staff, partner organizations and employers to engage in collaborative discussion to improve understanding of service needs, support alignment of services, and identify opportunities to improve partners' capacity to achieve the WTDB's goals and strategies. For example, through these means SOWIB determined that the DHS office in Coos Bay was experiencing higher levels of foot traffic than the One-Stop center, and that many of those customers seeking DHS services were

unaware of One-Stop or unable to easily make a second trip to the One-Stop location. Accordingly, SOWIB worked with the service provider to outstation a staff member at the DHS office so that customers there could have direct access to initial enrollment for One-Stop services, and receive basic guidance on how best to access services. This collaboration has led to continuing discussion of improved integration across locations.

3.4 Describe strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by Oregon Employment Department and the local board's contracted service providers in order to improve services and avoid duplication. See Local Plan References and Resources. [WIOA Sec. 108(b)(12)]

SOWIB incorporates the WorkSource Oregon Operational Standards into its One-Stop Operator contract and reviews performance to assure compliance. SOWIB completed co-location of services in each of the region's three counties in 2016, greatly facilitating capacity to coordinate services and otherwise implement WorkSource Oregon Operational Standards. Strategies to maximize coordination of services include weekly meetings between the SOWIB Executive Director and the OED Regional Manager, biweekly phone conferences held regularly by the SOWIB Executive Director and project manager, the One-Stop operator, OED Regional Manager (who also manages two of the region's three WorkSource offices), the manager of the third WorkSource site, the program manager for SOWIB, and the program manager for our contracted service provider. Meeting topics typically include discussion of specific service needs and/or categories of WorkSource customers and sharing of information about resources and referrals to avoid duplication of effort and improve customer service and efficiency.

3.5 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See Local Plan References and Resources. [WIOA Sec. 108(b)(13)]

The SOWIB board has directed staff to follow the guidance provided by the state in reviewing the next round of applications for Title II Adult Education and Literacy and ensure that they are consistent with the local plan and aligned with the direction of the workforce board.

3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

SOWIB supports entrepreneurs and microenterprise by coordinating with and providing referrals to training and mentoring services available at the Small Business Administration offices on the main campuses of each of the region's two community colleges (in Roseburg and Coos Bay). Additionally, OED allows unemployment insurance recipients interested in pursuing self-employment to maintain benefit eligibility by documenting efforts to achieve self-employment rather than seeking employment. Required evidence of intent to pursue self-employment includes completion of a business plan and market feasibility test assisted by the above-referenced local small business development offices.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

SOWIB has established strong, highly collaborative and productive relationships with secondary and post-secondary education programs and activities throughout the region. We plan to expand existing services and add new dimensions in this planning period. As of fall, 2019, every high school in the region is coordinating with SOWIB on strategy and service enhancement to our priority youth audience by providing space within each school for a Youth Talent Advisor, contracted by SOWIB through its service provider. YTAs are filling a critical niche because their direct connection to SOWIB and its employer partners equips them with current information about employment and career and learning opportunities. As a result, they can provide our target ISY population with knowledgeable, appropriate guidance on specific industry opportunities, training or certification requirements and relevant resources. This collaborative approach is serving an important need: student-initiated demand for YTA appointments (which students self-schedule through our “Recruit Hippo” app) vastly exceeds current capacity. We plan to support additional YTAs and continue to develop capacity in this area during the planning period.

Schools are also partnering with SOWIB in allowing students to participate in industry tours and internships during school hours, integrating these activities into the school day. Secondary school teachers are voluntarily participating in SOWIB-sponsored industry tours designed specifically to empower teachers with the information they need to assist, advise and encourage students to consider careers in these sectors. We anticipate continued growth in this area as well, given the success of efforts to date.

Solid partnerships with each of our two community colleges (Southwestern Oregon and Umpqua) are similarly achieving highly effective, non-duplicative coordinated investment in workforce development. Representatives from each college serve on the SOWIB board and assist in a partnership that has to date resulted in doubling of nursing instructional capacity (responding to the region’s most in-demand need). SOWIB is also ensuring the maintenance of a clear pathway for Community Health Worker training at Southwestern Oregon CC through assistance in contracting for instructors, facilitating enrollment, and providing remote teaching services and physical instruction space at the Coos WorkSource location. SOWIB is also continuing its highly effective Certified Clinical Medical Assistant apprenticeship program, using curriculum approved by Southwestern Oregon CC. Since early 2019 we have partnered with Umpqua Community College to offer Certified Production Technician training as ETPL-eligible training. Additionally, we are addressing a major and continuing need for truck drivers through continued investment in a successful UCC partnership for CDL training (located in Douglas County), and are assisting with the establishment of a second CDL training program in Coos County.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

Because the region is highly rural and outlying areas lack ready access to public transportation, supportive services are critically needed to improve access to services that, under current conditions, require customers’ physical presence or delivery of signed hard copy materials to WorkSource centers. Even when rural customers travel to one of the three WorkSource urban locations, not all potentially needed services may be accessed because some partners, e.g. the Department of Human Services, are housed elsewhere; those services are either not available at the WorkSource office, or only on certain days of the week. This barrier may be especially adversely affecting rural women, who often disproportionately face the challenge not merely of securing transportation for themselves, but also safely transporting or arranging care for young children. Gas and transportation (vouchers) are provided to assist with access.

SOWIB has initiated exploration of an alternative access strategy that minimizes transportation requirements: placement of dedicated-line video kiosks in secure and comparatively accessible existing rural community centers, e.g., libraries. This strategy will greatly facilitate access, enabling customers to complete required interviews and submit paperwork from sites much closer to home. This approach allows customers to capitalize on local institutions’ pre-existing and typically more reliable, internet capacity. SOWIB has also initiated discussion with partners to facilitate similar remote service links among partners who are not co-located in the

One-Stop center. To minimize logistical challenges for customer with children, SOWIB also strongly encourages all partners to provide at least a small play area. We recognize that supportive services are also needed in the form of more affordable childcare and housing, and strongly encourage others' efforts to achieve that support in the region.

3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

SOWIB prioritizes service to groups identified in WIOA, and based on regional analysis is particularly focused on addressing basic work-readiness and/or educational and certification deficits in low-income youth, those in the 18-24 age group without high school degrees or not planning to pursue a degree, and adults, including veterans. Analysis shows that more than 60% of high-wage, high-demand jobs in our region require only a high school diploma and/or a diploma with certification, and that employers are having great difficulty filling these positions due to lack of skills or necessary qualifications. We will focus on ensuring high school completion and targeting training dollars to prepare target populations for employment in construction, the trades (including fabrication), logging and wood products, transportation and healthcare. SOWIB is currently working to expand our very successful apprenticeship program for Certified Clinical Medical Assistants and increasing the number of certified Community Health Workers. Other focused certifications include working with our manufacturing employers for placement of Certified Production Technicians. We are continuing work to enhance basic construction skills via, e.g. shed construction program for young adults for placement into open positions. Additionally, as a pre-emptive strategy, SOWIB will be exploring ways to engage younger youth in understanding the world of work and prepare them for career exploration and preliminary work experience through partnerships providing financial literacy and "adulting" reality experiences.

3.10 Based on the analysis described Section 1, identify all industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe. Identify whether or not the Next Gen model is being used for each sector partnership. If the Next Gen model is not being used, describe why it is not being used.

SOWIB uses the Next Gen model for all sector partnerships and will continue to do so. To date we have convened effective partnerships in regionally significant sectors including transportation, health care, and manufacturing sectors, with all sector focus driven by analysis of regional data. To date we have successfully implemented internships, certification training, and other employment promotion in those sectors, resulting in significant increases in both training opportunity and consequent employment, especially in the high-demand health care sector.

Initial sector meetings were held in early 2020 for two new sector partnerships highly likely to be convened in this planning period. These sectors, wood products and maritime (especially maritime fabrication and certification) both present high employment demand, high wages, and require education, training and/or certification well-aligned with our workforce conditions and target populations. Additionally, given the high regional demand for childcare, and the impact of childcare access on employment opportunity, we are planning to explore opportunities to collaborate on initiatives addressing this issue.

3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

SOWIB investment strategy with respect to target sectors and populations is highly strategic and based on

verified local information, together with continued assessment. For the health care sector, our Next Gen model identified non-competitive instructor salaries as the primary limiting factor in meeting the demand for nurses, leading to investment in nursing instructor incentives which to date have more than doubled instructional capacity. In the trucking sector, which faced enormous driver shortages due to lack of locally-available training, we invested in the Umpqua Community College commercial driving license training program (Douglas County), and are providing staff support and resources to assist the launch of a truck driver training program (Coos County). As our anticipated Next Gen sector partnerships with the wood products industry and the maritime industry develop, we will be collecting those sectors' perspectives as to elements of their industries most in need. Workforce shortages have already been highlighted by both sectors as a critical issue. As we develop a more nuanced understanding of their needs and possible solutions, we will invest in those trainings or other approaches that address industry need consistent with our mission.

For targeted sectors we plan to invest in additional strategies for effective outreach, with special emphasis on younger members of the workforce and those without high school degrees. We will continue our investment in provision of "on ramp" assistance and introduction to the workplace for this group via tours of regional industry-specific workplaces, and by maintaining current on-line information about apprenticeship and other training opportunities. Additionally, we plan to explore opportunities to provide "soft skill" trainings, as employers in all sectors report difficult finding applicants who understand basic on-the-job relationships and norms.

3.12 Identify and describe the strategies and services that are and/or will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses
- C. Better coordinate workforce development programs with economic development partners and programs
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1.

[WIOA Sec. 108(b)(4)(A&B)]

A. SOWIB uses multiple strategies to engage small employers and employers in high-demand industry sectors and occupations in workforce development programs. First, we conduct employer-targeted outreach to heighten general awareness of the existence of SOWIB coordination capacity and the variety of training services available, emphasizing the success of OJT programs, internships and apprenticeships and SOWIB's ability to facilitate development of employer-specific trainings. We then build on that introductory foundation with direct personal contacts to more specifically explore individual employer needs.

General outreach includes maintaining an active presence in pre-existing employer-centric entities such as Chambers of Commerce, economic development groups, and local community improvement committees, and participating wherever possible in existing employer information networks, and in presentations and events likely to attract employer audiences. We will also be facilitating more extensive in-depth media coverage of our work. We are experiencing exponential growth in our employer contacts, in part because we strongly encourage all participants in our monthly "workgroup" roundtable meetings to forward meeting notices to colleagues or other businesses.

Personal contacts are achieved in part through Business Service Specialists contracted through SOWIB's service provider. These individuals, deeply familiar with the full scope of available services, spend significant amounts of time visiting employers throughout the region to share that information and explore employer needs. Their

work is reinforced through regional distribution of SOWIB’s recently completed “Business Services 2020” booklet succinctly outlining ways in which employers may use SOWIB services to help attract, train or otherwise enhance their workforce.

B. We support the local workforce development system, incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs by regularly consulting with the provider and other partners to assure services align. SOWIB staff are currently located in the Douglas and Coos County WorkSource buildings, along with contracted workers from our service providers, which allows frequent in-person contacts, information exchanges and updates to assure alignment. These strategies are complemented by monthly workgroup meetings in each county; quarterly leadership team meetings, and bi-weekly meetings with workforce development system members. Additionally, SOWIB’s executive director and project coordinator visit Curry County at least twice a month to meet with Workforce partners and employers there.

C. We coordinate workforce development programs with economic development partners through attendance at, and invitations to, our respective board meetings, combined with informal in person and phone discussions as opportunities arise. We are in close contact with Chambers of Commerce, the South Coast Development Council (serving Coos, Curry and coastal Douglas) and the Umpqua Economic Development Partnership, the latter of which is represented on our board.

D. We strengthen linkages between the one-stop delivery system and unemployment insurance programs by ensuring that individuals seeking unemployment insurance benefits are welcomed by a WorkSource specialist knowledgeable about training and employment services, assisted in identifying which services may be most appropriate to their needs, including referrals to special unemployment programs not housed at WorkSource.

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

SOWIB successfully leverages funding outside of WIOA Title 1 funding and state general funds to expand capacity for local workforce development. These funds have included support from other grant programs to extend services, from both government and private sources. Since 2017, outside of WIOA Title I and state general funds for the workforce development system, we have attracted more than \$1M in additional federal grant funds, with more than \$800,000 in grants from the state and from private partners and foundations. SOWIB is now actively working to further expand its funding sources and additionally leverage existing funding through a concentrated development effort with funding assistance from a regional community foundation.

Section 4: Program Design and Evaluation

Please answer the following questions in Section 4 in **ten (10) pages or less**. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

SOWIB uses direct methods and outreach through core partners to expand access to employment, training education and supportive services for eligible individuals, particularly those with barriers to employment. We use frequent regular meetings to share information about employment opportunities, especially in fields linked to prioritized sectors, and communicate that information to eligible individuals through community colleges' GED and ESL programs. In the coming period we plan to promote cross-training and information-sharing among core program providers, especially non-co-located (e.g., DHS) to broaden dissemination opportunities, and to create a simple summary of key available services, organized by need, which can be made available on-line and at locations frequented by target populations. We also plan to work with core programs to heighten the message of services and means of access on social media, and create cross-linked dedicated video and document access points in rural locations and to explore limited-schedule regular placements of core partner staff in rural community centers to facilitate access to services.

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]

SOWIB facilitates development of career pathways consistent with Career Pathways Definitions by promoting integration of education, training and learning opportunities available from core partners, schools and community colleges, and contracted service providers. Together, these complementary services expand access to employment, training, education and supportive services for eligible individuals, particularly those with barriers to employment, by creating a clear route to employability. We use frequent regular meetings to share information about employment opportunities and training requirements, especially in fields linked to prioritized sectors, and communicate that information to eligible individuals through community colleges' GED and ESL programs. In the coming period we plan to promote cross-training and information-sharing among core program providers, especially non-co-located partners (e.g., DHS) to broaden information dissemination about training and career opportunities.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

SOWIB ensures that frontline staff evaluate each customer for eligibility for co-enrollment, and enrolls customers in the program or programs that will maximize efficiencies and use of resources. We also use co-enrollment to align customer service with the most appropriate service provider for maximum efficiency.

4.4 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

SOWIB works closely with the region's sole eligible contracted services provider to ensure that the employment needs of local employers, workers and jobseekers are met. SOWIB reviews the performance of the contracted service provider regularly throughout the year using I-Trac to monitor performance under Title IB and assess performance against established goals. We meet quarterly with the Local Leadership Team managers to understand customer flow and needed adjustments. Feedback from local employers is received through monthly workgroup meetings and individual contacts by our contracted business service outreach representatives. We continually engage in meetings with community partners to better understand service delivery needs and gaps. We are exploring means of improving feedback mechanisms from job seekers.

- B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

Because our region is largely rural, with many residents facing significant transportation barriers in access to services, we are investigating the feasibility of placing soundproof dedicated-line video kiosks in secure locations inside rural community centers, e.g., libraries. These booths will remove a significant barrier to services because these locations are much more accessible to rural residents than WorkSource offices in our larger cities. They can be used, at a minimum, to satisfy service prerequisites, including interviews and provision of signed documents, with potential for additional service capacity. We are also exploring strategies for making in-person contact with one-stop service available in strategically selected remote areas on a regularly scheduled basis. Finally, we are working with all one-stop partners to promote more robust cross-training, so that more frontline staff can efficiently and readily assist customers facing transportation challenges.

- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. See Local Plan References and Resources. [WIOA Sec. 108(b)(6)(C)]

SOWIB places high priority on ensuring compliance with WIOA section 188 and ADA requirements at all One-Stop locations; compliance is required as a condition of certification and must be confirmed by the contracted One-stop Operator per contract. Services at all One-Stop locations in the region are provided at barrier-free ground level. We will continue to assure appropriate staff training and support in connection with individuals with disabilities.

- D. Describe the roles and resource contributions of the one-stop partners by providing a summary of the area's memorandum of understanding (and resource sharing agreements, if such documents are used). [WIOA Sec. 108(b)(6)(D)]

The Memorandum of Understanding between SOWIB and required and other co-located One-Stop Partners allocates infrastructure costs based on each partner's proportionate use and benefit received, federal cost principles, and local administrative cost requirements in authorizing federal law. Total costs incurred and allocation of costs among co-located partners are reviewed at least annually to confirm proportionality with each partner's use of the One-Stop Center and benefits received by a partner and its programs and activities.

- E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

SOWIB has achieved full technological capacity for at least three of the four core partners. We anticipate that the fourth will have achieved that level within 12 months.

4.5 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement the occupational skill development expenditure minimum.

Clearly state whether the local board will:

- A. Expend a minimum 25% of WIOA funding under the local board's direct control on occupational skill development.
OR
B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.

SOWIB will implement the occupational skill development minimum expenditure minimum by expending 25% of WIOA funding under its control on such skill development. Our contract with selected service provider requires that this minimum expenditure requirement be met.

4.6 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

SOWIB provider contracts include the provision that in order to receive training funds, a Title I WIOA participant must:

- have an individual employment plan and been determined by assessment, interview and evaluation to be in need of training services and have the skills and qualifications to successfully participate in the selected program of training services;
- have selected a program of training services directly linked to the employment opportunities aligned with SOWIB's sector occupations, or small business in a high demand occupation, in the local area or in another area in which the participant is willing to relocate;
- be unable to obtain other grant assistance for such services; and
- have selected a training that is on the Eligible Training Provider List (ETPL)

Case files must document eligibility for training services and explain how the determination was made. Individual Training Accounts (ITAs) must be used for training programs that are more than 39 hours and less than 1 year in length. ITA funding can be used for a participant currently in the second year of a two-

year program. ITA maximum amounts will not exceed \$5000 without documentation of extenuating circumstances and prior approval from the Executive Director.

4.7 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. See Local Plan References and Resources. [WIOA Sec. 108(b)(19)]

All services, including choice of training, are customer-driven. Customers are actively engaged in their consultation with the provider regarding the assessment of their skills and work readiness, selection of career path and the options available for training.

4.8 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

Providers are obligated by contract to refer participants to training for employment in Board-identified sectors and/or in in-demand industries and occupations. Contract performance is monitored by SOWIB.

Providers achieve this by requiring participants to review and provide/discuss with case managers the data they have obtained through Qualityinfo.org and ONET with regard to the demand and earnings potential of the career they have selected. On-the-job training often corresponds to an in-demand occupation or meets a need of small private employers in this area and provides wages meeting customer self-sufficiency needs.

4.9 Describe how rapid response activities are coordinated and carried out in the local area. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]

Notification of closures or lay-offs is communicated to the Dislocated Worker Liaison through the media, a current worker, union representative or company management. The DW Liaison contacts the State Labor Liaison (if union involved) and the Rapid Response Coordinator for the local service provider and provides notice to State staff. The DW Liaison starts the record of layoff in the Rapid Response Activity Tracking System. The service provider then notifies the Rapid Response Team, which works with the employer to schedule a meeting with the employees to assess the situation and provide options. The Rapid Response Coordinator or designee enters all information into the RR Activity Tracking System. Once the assessment is complete, if needed, a request for Rapid Response Funds as well as a complete budget is submitted to SOWIB for approval. Upon approval, SOWIB determines any costs that it may incur and includes those in the budget. Once that process is complete, the revised budget with the narrative is sent to the State for final approval and award.

Rapid Response Team members:

- Service provider Rapid Response Coordinator (or designee)
- DW Liaison
- Oregon Employment Department representatives, including UI and veteran representation
- State Labor Liaison
- Local community college representation

- Healthcare Marketplace
- Consumer Credit Counseling

Services offered to dislocated workers:

- Information on how to apply for unemployment insurance
- Information on how to register in iMatchSkills; (skills and job matching system)
- Information on accessing Workforce Innovation and Opportunity Act (WIOA) Services
- Information on accessing continuing coverage or affordable healthcare
- Information on how to access workshops on interviewing techniques, resume writing & job search strategies
- Access to one-on-one appointments with career advisors
- Information on other local resources available to assist workers and their families

The intention of the Rapid Response Team is to deliver information sessions as soon as possible and determine how and what services can be provided at the worksite. We work with local management to ensure that we provide sessions at times that meet worker needs, which may include nights and weekends. Additionally, affected workers unable to attend one of the on-site sessions may access services at WorkSource Oregon offices and/or via contract providers.

4.10 Describe the design framework for youth programs utilized by the local board, and how the required 14 program elements are to be made available within that framework.

Youth programs are contracted for through South Coast Business Employment Corporation (SCBEC), the region's only service provider, allowing for high efficiency in access to the 14 Youth Service Elements of Title I. Access to tutoring, study skills, training (element 1) and alternative secondary school services (element 2) is provide via SCBEC-contracted Youth Talent Advisors working directly with youth; elements 3, 4, and 5 concerning preparation for workforce participation including skills training and paid and unpaid work experience, are provided through SCBEC and include outreach to employers and youth including industry tours. Element 6 is addressed through SCBEC Career Consultants, with elements 7, 8, and 9 included in our standard service contract. Guidance and counseling (Element 10) are provided by SCBEC, with counseling for substance and alcohol abuse referred out to specialists. We are currently addressing elements 11 and 12 (financial literacy and entrepreneurial skills training) through referrals by our Youth Talent Advisors, and plan to implement training programs more directly focusing on these topics that can be delivered through contracted services. SCBEC relays labor market and employment information about in demand industry sectors (element 13) through Youth Talent Advisors and contact with educators, and uses the same delivery methods to address element 14, preparing youth for transition to postsecondary education and training, especially technical training, community colleges, and apprenticeships.

Section 5: Compliance

Please answer the questions in Section 5 in **eight (8) pages or less**. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

SOWIB's current sub-recipient service provider is South Coast Business Development Corporation (SCBEC) for Coos, Curry and Douglas Counties. This provider currently holds the contract for WIOA Title I Adult, Dislocated Worker and Youth services for all counties through June 30, 2020.

For program year 2021 (PY21), contracts will be competitively bid out using a Request for Proposal (RFP) process as required for youth providers. Based on Board input, the decision will be made at that time as to whether to also fully procure Adult and Dislocated Worker programs.

RFP review criteria will be developed by the Board and include, at a minimum, the proposer's administrative capacity for administering WIOA funds, past performance serving target populations identified by WIOA and the Board, success in leveraging additional resources, and the level to which the proposer plans to use funds for direct participant services.

Responsive proposals will be reviewed by an ad hoc committee of SOWIB Board members, who will provide recommendations to the full Board. After review and discussion of committee recommendations the Board will select the successful bidder. Board members with potential conflicts of interest will not be eligible to serve on the RFP review team or participate in final decisions.

5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop operators.

SOWIB's current One-Stop Operator is South Coast Business Employment Corporation (SCBEC). As per the attached policy and procedure, recertification of the One-Stop Center will occur prior to June 30, 2020.

5.3 Provide an organization chart as Attachment A that depicts a clear separation of duties between the board and service provision.

See Attachment A

5.4 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment B. See Local Plan References and Resources.

See Attachment B

5.5 Provide the policy and process for nomination and appointment of board members demonstrating compliance with Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment C.

See Attachment C

5.6 Provide the completed Local Workforce Development Board Certification Request form included in Oregon draft policy WIOA 107(c) – Appointment and Certification of Local Workforce Development Board as Attachment D. See Local Plan References and Resources.

See Attachment D

5.7 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

The designated equal opportunity officer for WIOA within the local area is

Rena Langston
SOWIB Program Manager – Coos, Curry & Douglas Counties
846 SE Pine St.
Roseburg, OR 97470
541.863.2897

5.8 Identify the entity responsible for the disbursement of grant funds. See Local Plan References and Resources. [WIOA Sec. 108(b)(15)]

SOWIB manages and disburses grant funds.

5.9 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

Adult/Dislocated Worker

Employment Rate (Q2) – 71%
Employment Rate (Q4) – 69%
Median Earnings (Q2) - \$6,100
Credential Attainment – 45%
Measurable Skills Gains – 0%

Youth

Employment, Education or Training Placement Rate (Q2) – 62.5%
Employment, Education or Training Placement Rate (Q4) – 59%
Median Earnings (Q2) – 0%
Credential Attainment – 68%
Measurable Skills Gains – 0%

5.10 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

n/a. SOWIB manages all finances and contracts, and is annually audited.

5.11 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

The DHS Office of Vocational Rehabilitation Services is not co-located in the regional One-Stop offices, however, the local Memorandum of Understanding to which the local board and DHS VR are signatories provides that "Workforce partners not physically located in the WSOs will continue to work together to provide services to participants." The following specific collaborative strategies are identified in the agreement:

- Sharing of services opportunities and information on a regular basis through the Local Leadership Team;
- Providing space at non-co-located partner offices to the extent possible, to accommodate other partner staff drop-in and service provision as appropriate;
- Mutual agreement to explore opportunities for development of dedicated space for more structured full-time provision of shared services at single locations, including entry into space-sharing leases.

5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

The formal process for public input into the plan was initiated following discussion of planning approach at the December 19, 2019 SOWIB board meeting, informed by events and learning during the preceding plan period. Through January, 2020, input was sought and received from members of the public, representatives of business, labor and education through multiple channels, including three well-attended public meetings (one in each of the region's counties) with community members, educators, businesses, and nonprofit representatives. A special Local Leadership Team meeting was held late in the month with representatives of partner agencies to explore topics and appropriate/feasible strategies for improved service in this planning period and to discuss means of addressing issues highlighted by public meetings. The availability of the draft plan and opportunity for comments was legally noticed in regional publications, and the draft plan and completed state template were posted on the SOWIB website for 30 days, with hard copies emailed to SOWIB's extensive email list and shared with CLEO members.

All comments received will be considered and incorporated where possible and appropriate.

5.13 State any concerns the board has with ensuring the compliance components listed below are in place. Copies of documents are not required at this time but may be requested during monitoring.

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the

consortium of local elected officials

- Agreement between the Local Elected Officials and the Workforce Development Board
- Local Workforce Development Board Bylaws
- Code of Conduct
- Approved Budget
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable
- Required policies on the following topics
 - Financial Management including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs
 - Program Management including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, **determination of an insufficient number of eligible training providers in the local area (if applicable)**, transitional jobs, stipends, training verification/refunds,
 - Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
 - Board Policies including board appointment, board resolutions, conflict of interest
 - Human Resources including employee classification, benefits, holidays and PTO, recruitment and selection, employee development, discipline, layoffs, terminations, and severance, drug policy, sexual harassment, equal opportunity/non-discrimination
- Professional Services Contract for Staffing/Payroll Services, if applicable
- Contract for I-Trac Data Management System

The board is satisfied that all listed compliance components are in place and consistent with state and federal requirements. A review of all relevant SOWIB documents and policies was conducted in late 2019 by the Oregon Higher Education Coordinating Commission and as of the date of this report the board has no concerns.

5.14 Provide the completed copies of the following local board approval forms:

- State of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents will be posted in the near future.

LIST OF ATTACHMENTS:

- A. ORGANIZATION CHART**
- B. LOCAL BOARD MEMBERSHIP ROSTER**
- C. LOCAL BOART MEMBERSHIP POLICY**
- D. BOARD RECERTIFICATION**

Chief Local Elected Officials (CLEO)

BOARD OF DIRECTORS

KYLE STEVENS
EXECUTIVE DIRECTOR

ANGIE BILLINGS
DIRECTOR OF FINANCE
AND OPERATIONS

CARMEN COSGUL
BOOKKEEPER

RENA LANGSTON
PROGRAM MANAGER

TINA CARPENTER
PROJECT MANAGER

ZACK WILSEY
INTERNSHIP

JAKE LANG
INTERNSHIP

ALANE JENNINGS
APPRENTICESHIP
COORDINATOR

MIRANDA SELDON
INTERNSHIP

ANNIE DONNELLY
DEVELOPMENT
DIRECTOR

South Coast Business Employment Corp. (SCBEC)
 (Sole Local Service Provider)

Version 2/12/2020

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(A)

Business Representatives – Majority of the board must come from this category.

Representatives of businesses in the local area who:

- i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority
-or-
- ii. represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area

(Must be nominated by local business organizations and business trade associations)

<u>Business or Agency Name</u>	<u>Member Names</u>	<u>Nominated By</u>	<u>Term Expiration Date</u> If Vacant, Date to be Filled
Benetti’s Italian Restaurant	Joe Benetti	Commissioner Melissa Cribbins	6/30/2020
Umpqua Bank	Neal Brown	Commissioner Chris Boice	6/30/2021
Sause Bros	Doug Eberlein	Commissioner Melissa Cribbins	6/30/2021
Coos History Museum	Marcia Hart	Commissioner Melissa Cribbins	6/30/2021
xTime, Inc.	Bryan Grummon	Commissioner Court Boice	6/30/2022
Mercy Medical Center	Kelly Morgan	Commissioner Chris Boice	6/30/2020
Brandy Peak Distillery	Georgia Nowlin	Commissioner Court Boice	6/30/2020
A&M Transport	Andy Owens	Commissioner Chris Boice	6/30/2020
Roseburg Forest Products	John Whiteley	Commissioner Chris Boice	6/30/2021
Umpqua Dairy	Stephanie Smith	Commissioner Melissa Cribbins	6/30/2022

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(B)

Representatives of the workforce within the local area – At least 20% of the total board membership must represent the categories in this section.

<u>Membership Category</u> Name of labor organization, CBO, etc.	<u>Member's Name</u>	<u>Nominated By</u>	<u>Term Expiration Date</u> If Vacant, Date to be Filled
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(i) Representatives of labor organizations (for a local area in which employees are represented by labor organizations), or (for a local area in which no employees are represented by such organizations) other representatives of employees;

Minimum of one representative
(Must be nominated by local labor federations or other employee representative group.)

IBEW Local 932	Robert Westerman	AFL-CIO	6/30/2020
Oregon Nurses Association	Courtney Niebel	AFL-CIO	6/30/2022
International Association of Machinist and Aerospace	Mike Hicks	AFL-CIO	6/30/2022

(ii) Representative of labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area

Minimum of one representative, if such a program exists in the area

		Not Applicable	

(iii) Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities (**Optional category**)

Individuals with Disabilities		Not Applicable	
Veterans			
Oregon Coast Community Action Agency	Mike Lehman		6/30/2020

(iv) Representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth (**Optional category**)

		Not Applicable	

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(C)


Each local board shall include representatives of entities administering education and training activities in the local area.

When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives.

Membership Category List Business or Agency Name	Names Member's Name	Nominated By Organization Name	Term Expiration Date If Vacant, Date to be Filled
A representative of eligible providers administering adult education and literacy activities under title II of WIOA			
Minimum of one representative			
Umpqua Community College	Robin VanWinkle	Dr. Deb Thatcher	6/30/2021
*Note: Lane Community College successfully competed and was awarded Title II funds.			
A representative of institutions of higher education providing workforce investment activities (including community colleges)			
Minimum of one representative			
Southwestern Oregon Community College	Ali Mageehon	Dr. Patty Scott	6/30/2022
Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (Optional category)			

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(D)			
Each local board shall include representatives of governmental and economic and community development entities serving the local area.			
<u>Membership Category</u> List Business or Agency Name	<u>Names</u> Member's Name	<u>Nominated By</u> Organization Name	<u>Term Expiration Date</u> If Vacant, Date to be Filled
Representatives of economic and community development entities (Minimum of one representative)		Not applicable	
Umpqua Economic Development Partnership	Wayne Patterson	Commissioner Chris Boice	6/30/2020
Representative from the State employment service office under the Wagner-Peyser Act serving the local area (Required)		Not applicable	
Oregon Employment Department	Debbie Sargent	OED	6/30/2022
Representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area [other than section 112 or part C of that title] (Required)		Not applicable	
Office of Vocational Rehabilitation	Amy Kincaid	OVR	6/30/2022
Representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance (Optional)		Not applicable	
Representatives of philanthropic organizations serving the local area (Optional)		Not applicable	
<i>Other</i>		Not applicable	

	Policy No: A-107
	Effective Date: July 1, 2019 Original Approval: May 4, 2015 Renumbered 5/16/19
	New <input type="checkbox"/> Revised
LOCAL CHIEF ELECTED OFFICIALS TO APPOINT MEMBERS OF LOCAL BOARD	

PURPOSE

Section 107(b)(1) of the Workforce Innovation and Opportunity Act (WIOA) requires the Governor, in partnership with the State Workforce Development Board, to establish criteria for use by local Chief Elected Officials to appoint members of local boards in their areas. The U.S. Department of Labor (DOL), through Training and Employment Guidance Letter (TEGL) 27-14, further requires state policy outlining the criteria and process for local board member appointment. The Coos, Curry, Douglas Workforce Consortium ~~intends to~~ will establish a policy and process to accept nominations and make appointments to the Southwestern Oregon Workforce Investment Board, based on the criteria established by the Act and the Oregon state policy.

POLICY

Local Board Membership

All local board members must be individuals with optimum policy-making authority within the entities they represent and demonstrate experience and expertise for the positions they fill.

Business Representatives

The majority of local board members must be representatives of business ~~or business~~ organizations in the local area.

Each business representative must meet the following criteria:

- Be an Owner, Chief Executive Officer, Chief Operating Officer, or other individual with optimum policy-making or hiring authority;
- Provide employment opportunities that, at a minimum, include high-quality, work-relevant training in in-demand industry sectors or occupations as those terms are defined in WIOA Section 3 (23) in the local area;

Workforce Representatives

At least 20 percent of local board members must be workforce representatives who meet the following criteria:

- Three or more members of this category must be representatives of labor organizations;
- One or more members of this category must represent a joint labor-management or union affiliated registered apprenticeship program within the local area who must be a training director or a member of a labor organization. If no union-affiliated registered apprenticeship program exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;

In addition to the workforce representatives cited above, the local board may include the following to contribute to the 20 percent requirement:

- One or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- One or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

Balance of Representatives

- At least one eligible provider administering adult education and literacy activities under WIOA Title II;
- At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and
- At least one representative from each of the following governmental and economic and community development entities:
 - Economic and community development entities;
 - The state employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and
 - The programs carried out under Title I of the Rehabilitation Act of 1973, other than Section 112 or part C of that title;

Local boards may include representatives of other appropriate entities in the local area, including:

- Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
- Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- Philanthropic organizations serving the local area; and
- Other appropriate individuals as determined by the chief elected official.

Board Member Nominations

- Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
- Labor representatives must be selected from among individuals nominated by local or state labor federations;
- When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities. [WIOA Section 107(b)(6)]
- All other representatives are appointed from among individuals who are nominated by locally recognized organizations or entities, such as chambers of commerce, non-profit networks, or coalitions, etc.

Vacancies, Change In Status, and Related Issues

Vacancies

Vacancies must be filled within a reasonable amount of time of the vacancy, but no later than ninety (90) days. Vacancies must be filled in the same manner as the original nomination and appointment process. Reappointments of current members can be authorized by the Chief Local Elected Official (CLEO). Actions taken by the SOWIB after a ninety (90) day period of vacancies will be null and void, unless a waiver has been granted by the Office of Community Colleges and Workforce Development.

Change in Status

Board members who no longer hold the position or status that made them eligible to be a Board member must resign or be removed immediately by the Chief Local Elected Official (CLEO) as a member of the SOWIB. E.g. no longer work in the private sector, or no longer with an educational institution, etc.

Mid-Term Appointment

Board members replacing out-going member's mid-term, will serve the remainder of the out-going member's term.

Quorum

A quorum is defined as a majority of 51%, excluding vacancies, provided that (25%) of members in attendance are business representatives.

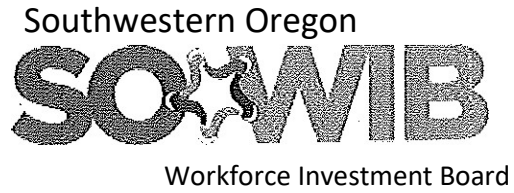
Removal

A Board member must be immediately removed by the Chief Local Elected Official (CLEO) if any of the following occurs:

- A documented violation of conflict of interest
- Failure to meet the requirements of membership as described in Change in Status
- Documented proof of fraud and/or abuse

Board members may be removed for other reasons outlined in the bylaws of the SOWIB. The Coos, Curry, Douglas Workforce Consortium strongly encourages the Southwestern Oregon Workforce Investment Board to establish and enforce strong attendance requirements for its members. The bylaws must contain specific criteria to establish just cause for removal of a member, as well as the process for removal, and the process for appeal and arbitration.

Questions relating to this document may be directed to the Executive Director of the Southwestern Oregon Workforce Investment Board or the Coos, Curry, Douglas Workforce Consortium.



LOCAL WORKFORCE DEVELOPMENT BOARD CERTIFICATION REQUEST

I certify that I am authorized to request certification of the Southwestern Oregon

Workforce Investment Board as the Local Workforce Development Board for Coos, Curry and Douglas counties.

This certification is for the Workforce Innovation and Opportunity Act period ending June 30, 2020.

This request includes documentation demonstrating the Local Workforce Development Board membership composition and compliance with Local Workforce Development Board bylaw requirements.

Submitted on behalf of the Local Elected Officials for this Local Workforce Development Area.



Melissa Cribbins, Coos County Commissioner

Chair, Coos, Curry, Douglas Consortium



Date

ATTACHMENT D