



SOWIB

Southwestern Oregon

Workforce
Investment Board

STRATEGIC PLAN



2016

SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD

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**SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD
STRATEGIC PLAN – 2016 – 2019**

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EXECUTIVE SUMMARY

Introduction

This strategic plan is a document produced to supplement the Workforce Innovation and Opportunity Act Local Plan (see Appendix D) and comply with the federal WIOA law and State of Oregon requirements. But more importantly, it is intended to create a vision and plan for workforce development that will enhance economic development in the Coos, Curry and Douglas county area.

The Southwestern Oregon Workforce Investment Board (SOWIB) was formed, effective July 1, 2015, for the purpose of helping develop workforce to meet business needs. Comprised of business, economic development, education, labor and community action representatives, SOWIB works with these partners and others to formulate strategies for workforce development in the Coos, Curry, Douglas County area. SOWIB's Board of up to 19 members is statutorily comprised of at least 51% business as well as membership representing the other stakeholders.

Generally speaking, the term “workforce development” has come to describe a relatively wide range of activities, policies and programs employed to create, sustain and retain a viable workforce that can support current and future business and industry within specific geographic areas.¹ The National Association of Workforce Boards defines workforce development under the WIOA law as, “workforce investment activities, through statewide and local systems that increase the employment, retention, and earnings of participants, and increase attainment of recognized credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the nation.”²

Since this is such a broad charge, one of the values of a strategic plan is to winnow the actions down to a focused, prioritized and manageable set of strategies for a given period of time. SOWIB is primarily funded with federal and State of Oregon workforce investment funds, though it will also be utilizing grants to support its work. These funds will be spent on activities consistent with this strategic plan.

Vision and Goals

SOWIB has adopted the following vision and goals. These are consistent with the State of Oregon Workforce Investment Board and with the federal Workforce Innovation and Opportunity Act policies.

VISION: *A wide range of employment opportunities provide stable, family wage jobs and lifelong education and workforce training opportunities contribute to a strong and diversified economy in Coos, Curry and Douglas Counties.*

GOAL 1: Manage the One-Stop system to optimize understandable, accessible and effective services.

GOAL 2: Develop partnerships with other organizations to leverage funding and generate additional education and training (including on-the-job and apprenticeship) opportunities that support living wage job and career path opportunities.

¹ <https://www.stlouisfed.org/publications/bridges/spring-2010/what-is-workforce-development>

² http://www.nawb.org/documents/Publications/WIOA_Overview.pdf, p.3

GOAL 3: Coordinate business sector strategy development with government and private sector partners to address infrastructure and other business needs.

GOAL 4: Work with local business and economic development organizations to develop customized workforce solutions to timely address business needs.

Strategic Actions

The Coos, Curry, Douglas area is characterized by its large rural area, geographic challenges with its boundaries of ocean on the west and mountains on the east; transportation obstacles, including large distances to the I-5 corridor and state highways subject to landslides and flooding; higher than statewide average unemployment; and high school dropout rates. Its industries have been in transition since its natural resource foundation industries, such as fishing and timber, have been diminished by changes in supply and environmental regulation. These challenges are not likely to be solved in the short term.

However, this SOWIB strategic plan is intended to set the agenda of SOWIB and its strategic partners for the immediate short term. Since SOWIB was created so recently, this plan will focus on the initial actions that SOWIB should take, with the intention to develop a new strategic plan in three years based on a new review of business needs, workforce conditions and achievements related to this strategic plan as of Fall, 2018. This plan will apply to funding received in the fiscal years July 1, 2015 through June 30, 2016; July 1, 2016 through June 30, 2017; and July 1, 2018 through June 30, 2019. The next plan will apply to funding received beginning July 2019.

In addition to the standard workforce development activities managed through the One-Stop system by the State of Oregon Employment Department employees and SOWIB service provider contractors, and responding as needed to employment emergencies such as large layoffs, the following special projects will be undertaken.

1. Assure that the WIOA requirements for services to adults, dislocated workers, youth and businesses are met.

- Issue an RFP by April 1, 2016 for new service delivery contracts consistent with WIOA requirements.
- Negotiate contracts with selected service providers, to commence on July 1, 2016.

2. Implement the One-Stop system throughout the SOWIB workforce area.

- SOWIB co-locate with WorkSource in Coos Bay.
- Develop a plan for a new WorkSource office in Roseburg at which service providers and other partners, such as community college, vocational rehabilitation, TANF and related programs are expected to co-locate. Move to the new facility and achieve co-location by early 2018 or sooner, if possible.
- Examine WorkSource and other partners in Brookings to determine whether other co-location arrangements should be made; if so, develop a plan to achieve the co-location by the end of 2017.
- Review One-Stop standards and assure compliance at each facility.

3. Lead a partnership effort to establish a youth workforce ready system that generates a shift in culture, creating a positive attitude towards work in our youth, providing long-term resources to sustain successful efforts, and responding to the changing workforce needs in the region.

- Convene a task force, or work with similar groups already in operation, representing the K-12 school systems, community colleges, business and potential funders to design a work readiness implementation program for high school students and young adults not currently

- participating in K-12 programming. Analyze current programs, outcomes from those programs, gaps and needs.
- Identify programs that can fill gaps, meet needs and work cohesively as a system for youth work readiness.
 - Develop funding proposals by December 2017.

4. Commence an industry sector partnership within the health care industry.

- SOWIB will contract with an experienced convener, work with industry representatives to develop partnership champions, and initiate the sector partnership process by June 2016.
- SOWIB will coordinate conversations with community colleges, businesses and labor unions to determine the potential for establishing local apprenticeship programs that would be helpful in supporting health care businesses in Coos, Curry and Douglas Counties.

SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD STRATEGIC PLAN – 2016 – 2019

INTRODUCTION

This strategic plan describes how the Southwestern Oregon Workforce Investment Board (SOWIB) has prioritized what it can and will do to support economic development in the Coos, Curry and Douglas area using selected workforce development strategies. Normally, a strategic plan might be expected to have a five-year horizon. However, having been formed for only a few months as of the time of this writing, SOWIB has adopted a plan with a small number of strategic actions which will be evaluated in three years. At that time, a more comprehensive set of strategies is likely to be adopted.

This strategic plan is a document produced to supplement the Workforce Innovation and Opportunity Act Local Plan (see Appendix D) and comply with the federal WIOA law and State of Oregon requirements. But more importantly, it is intended to create a vision and plan for workforce development that will enhance economic development in the Coos, Curry and Douglas county area.

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SOWIB has reviewed demographic data and discussed issues with participants in public meetings. The issues and strategies described in this plan are derived from analysis of that information.

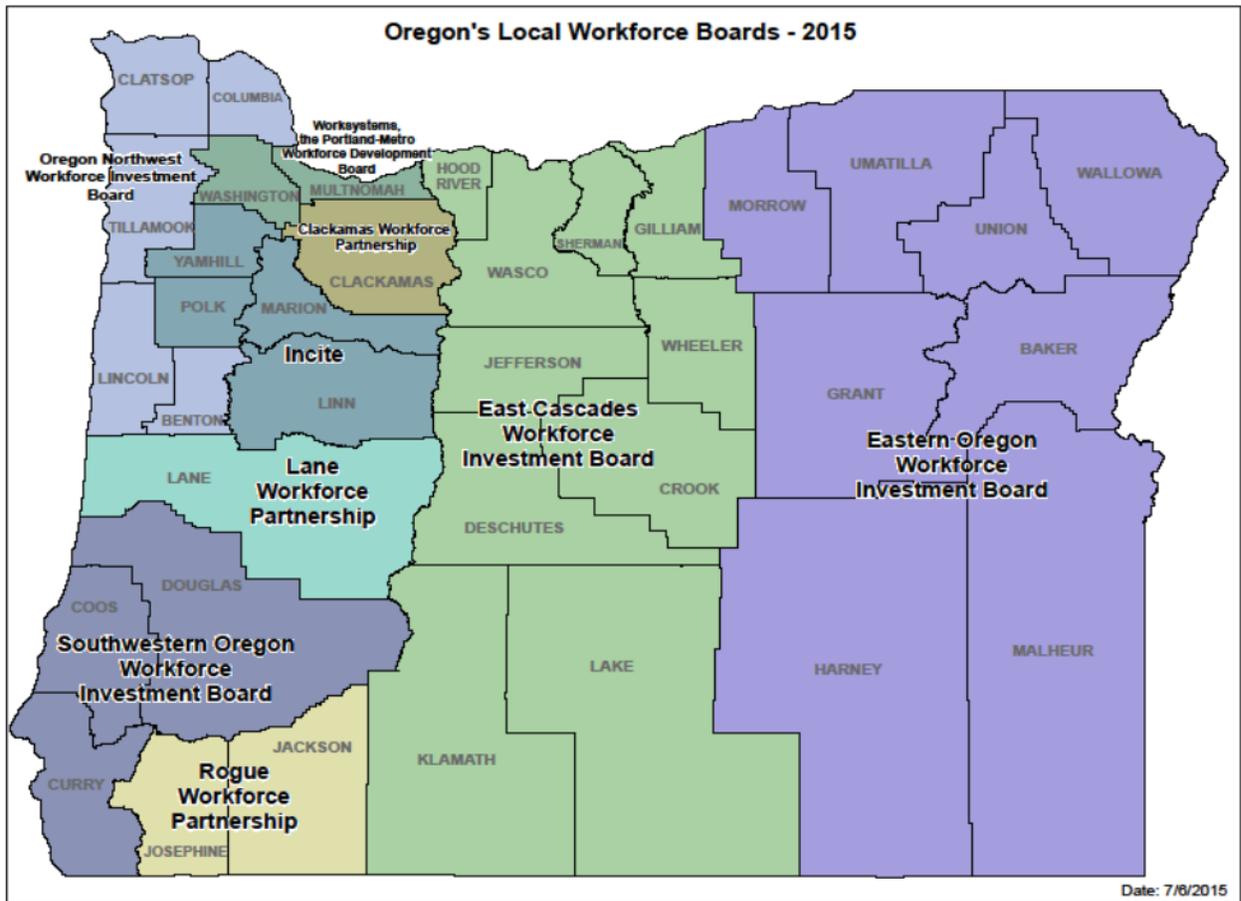
SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD (SOWIB)

SOWIB was established in late spring 2015, with an implementation date of July 1, 2015, for the purpose of accepting and utilizing federal and state funds to employ workforce development strategies in the Coos, Curry and Douglas areas. Founded as a private non-profit organization and authorized pursuant to an interlocal agreement with the Coos, Curry, Douglas Consortium (Consortium), its members are appointed by the Consortium.

³ http://www.nawb.org/documents/Publications/WIOA_Overview.pdf, p.3

SOWIB was preceded by The Oregon Consortium/Oregon Workforce Alliance (TOC/OWA)⁴, a private non-profit organization serving 24 counties, including Coos, Curry and Douglas. Under the direction of former Governor Kitzhaber, the TOC/OWA workforce board was dissolved in a two-year process that ended on July 1, 2015. Four new private non-profit organizations were formed to take its place, one of which is SOWIB. It is expected that these new organizations can better address local needs by serving smaller regions.

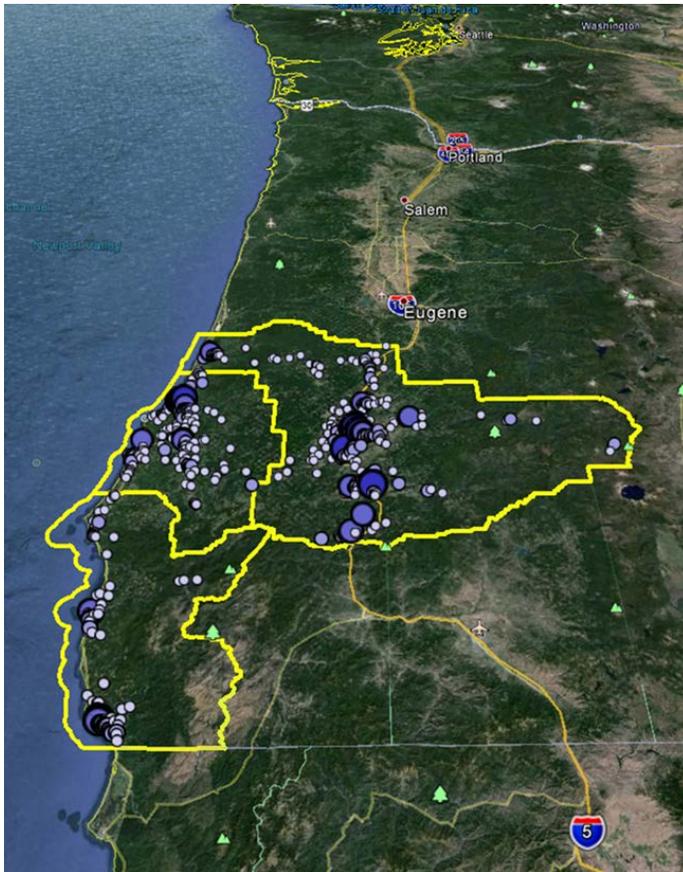
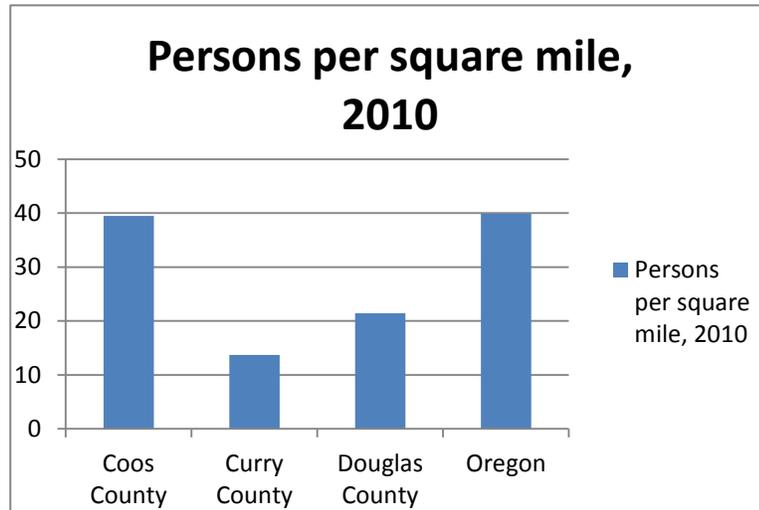
SOWIB currently has 16 members. Consistent with the 2014 Workforce Innovation and Opportunity Act (WIOA), its bylaws allow up to 19 members, of which more than half must be business representatives. As of preparation of this plan, due to recent resignations for health reasons, two additional business representatives are needed to complete the business complement.



⁴ <http://www.tocowa.org/>

GEOGRAPHY, POPULATION AND EMPLOYMENT DEMOGRAPHICS

The Coos, Curry, Douglas area of 8,260 square miles is quite diverse. With a number of small population centers surrounded by extensive rural area, this region has a lower than statewide average population density.⁵



Bounded on the west by the Pacific Ocean and mountains on the east, its southernmost population center, Brookings, is literally at the California border, and most of the region is significantly distant from the I-5 corridor.

⁵ Source: <http://quickfacts.census.gov/qfd/states/>

More than half of the total three-county population of 192,318 resides in Douglas County. Over half of the population of the Douglas County population of 106,970 resides in unincorporated areas. The largest city, Roseburg, has about 21% of the county's residents, while the remainder are in small cities and towns, most below 2000 population.

Douglas County Incorporated Cities	
Roseburg	22,275
Sutherlin	7,930
Winston	5,400
Reedsport	4,150
Myrtle Creek	3,450
Canyonville	1,910
Riddle	1,185
Drain	1,160
Yoncalla	1,060
Oakland	935
Glendale	875
Elkton	200

Source: Portland State University, Population Research Center. Estimates for July 1, 2013 (made on 1-6-14)

Coos County Incorporated Cities	
Coos Bay	16,160
North Bend	9,720
Coquille	3,850
Bandon	3,100
Myrtle Point	2,525
Lakeside	1,705
Powers	695

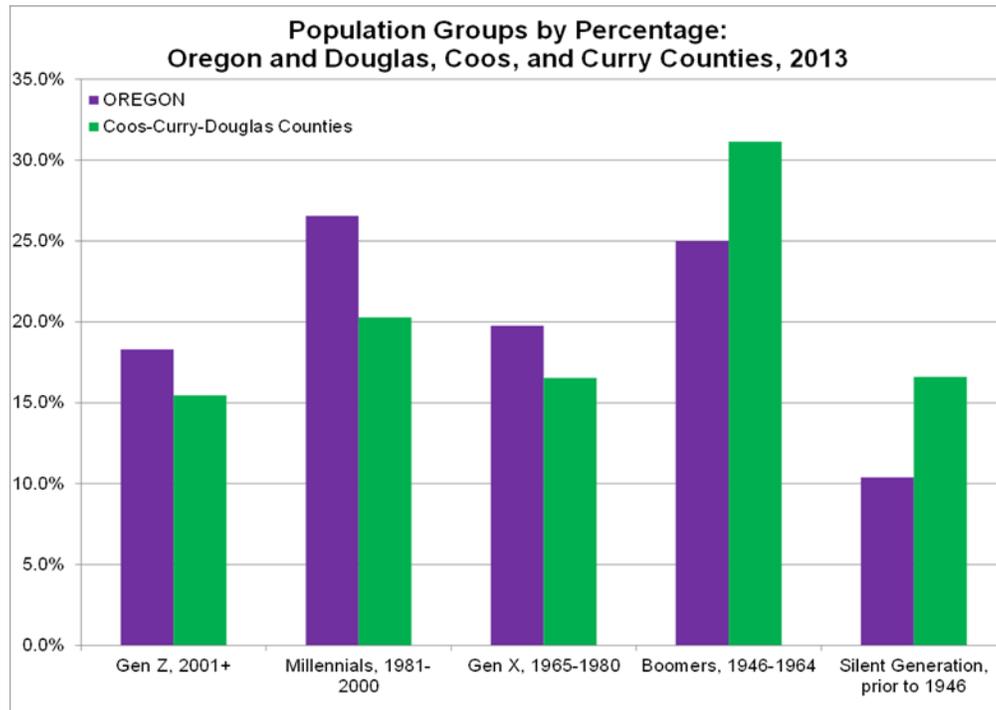
Source: Portland State University, Population Research Center. Estimates for July 1, 2013 (made on 1-6-14)

Curry County Incorporated Cities	
Brookings	6,450
Gold Beach	2,275
Port Orford	1,135

Source: Portland State University, Population Research Center. Estimates for July 1, 2013 (made on 1-6-14)

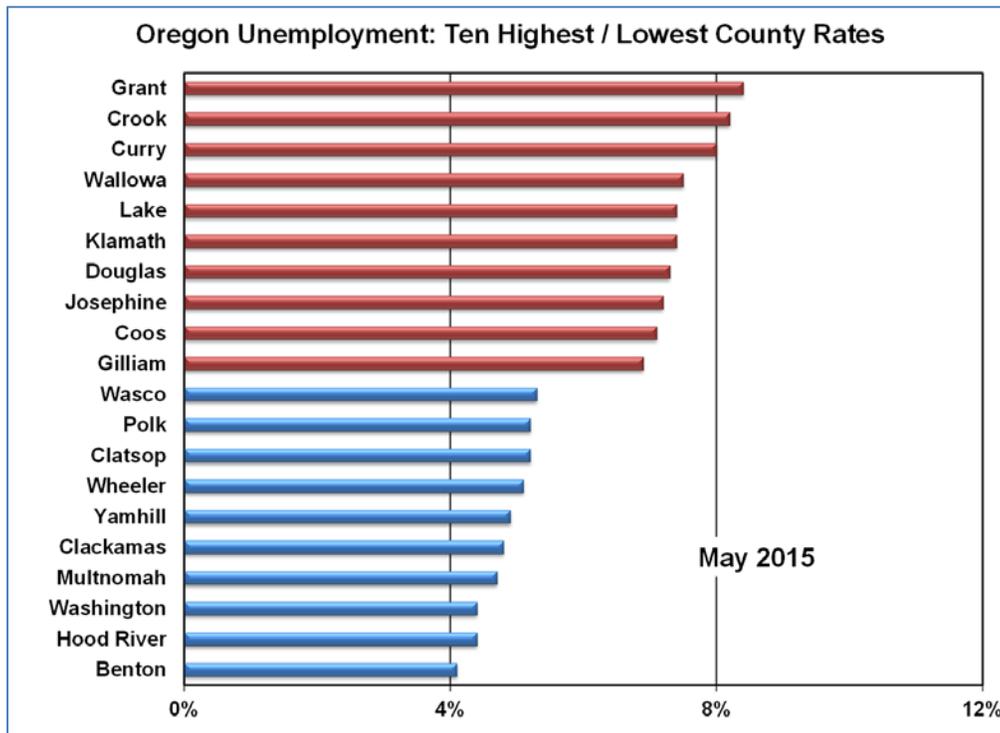
In Coos County, 60% of its population of 63,043 resides in incorporated areas. In Curry County, a majority, 56% of the population is rural, with only 44% of the population of 22,335 residing in incorporated areas.

The demographics of these counties are older than the average for Oregon statewide, with fewer Gen Z, Millennials and Gen X's and more Boomer generation and older than statewide averages.

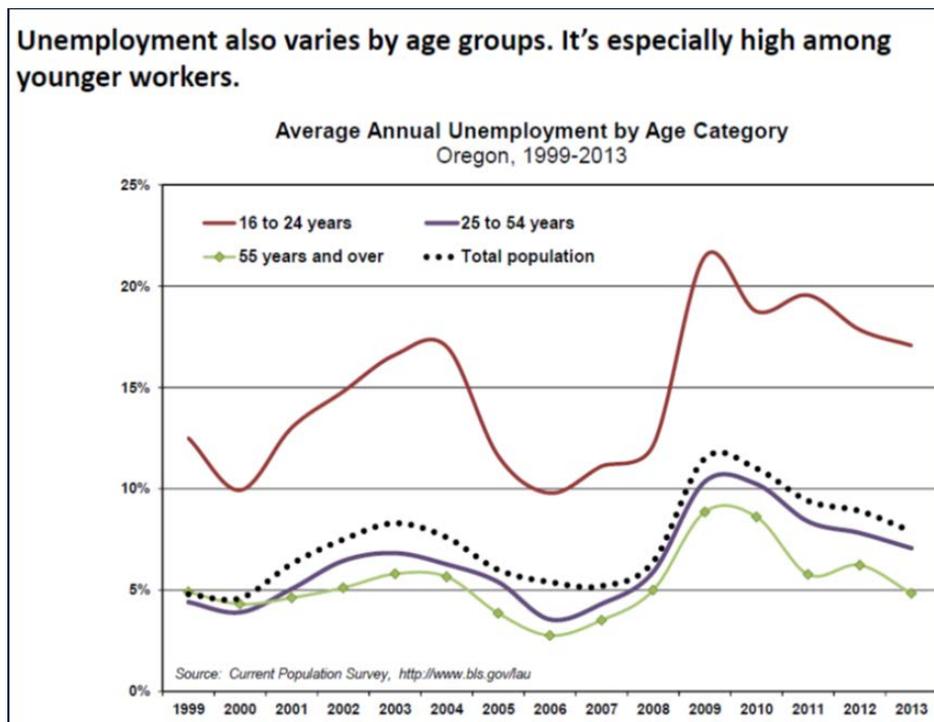


Employment

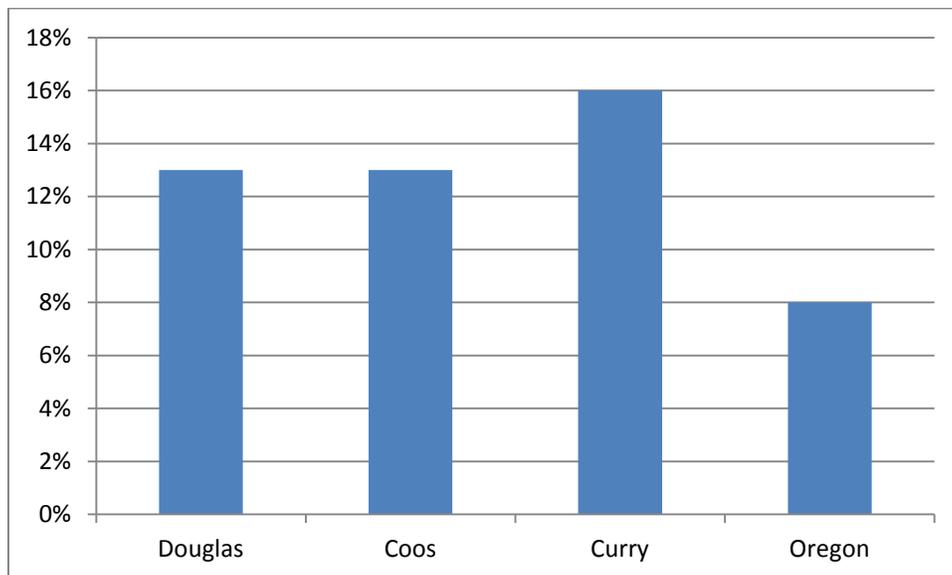
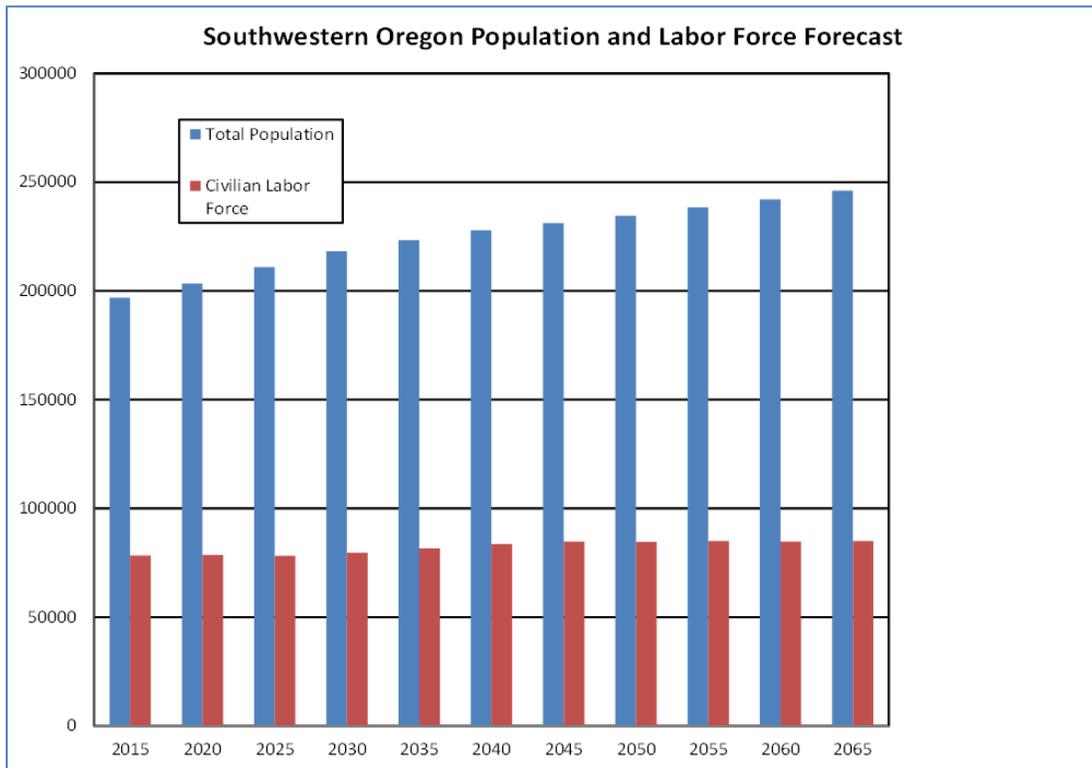
Unemployment in the Coos, Curry, Douglas area remains higher than in most of Oregon, even as the state recovers from the 2008 recession.



As shown in the chart below, unemployment is greatest for youth, those between 16 and 24 years of age.



The workforce in the Coos, Curry and Douglas Counties is growing more slowly than the total population, as shown below.



Veterans as Percentage of Population⁶

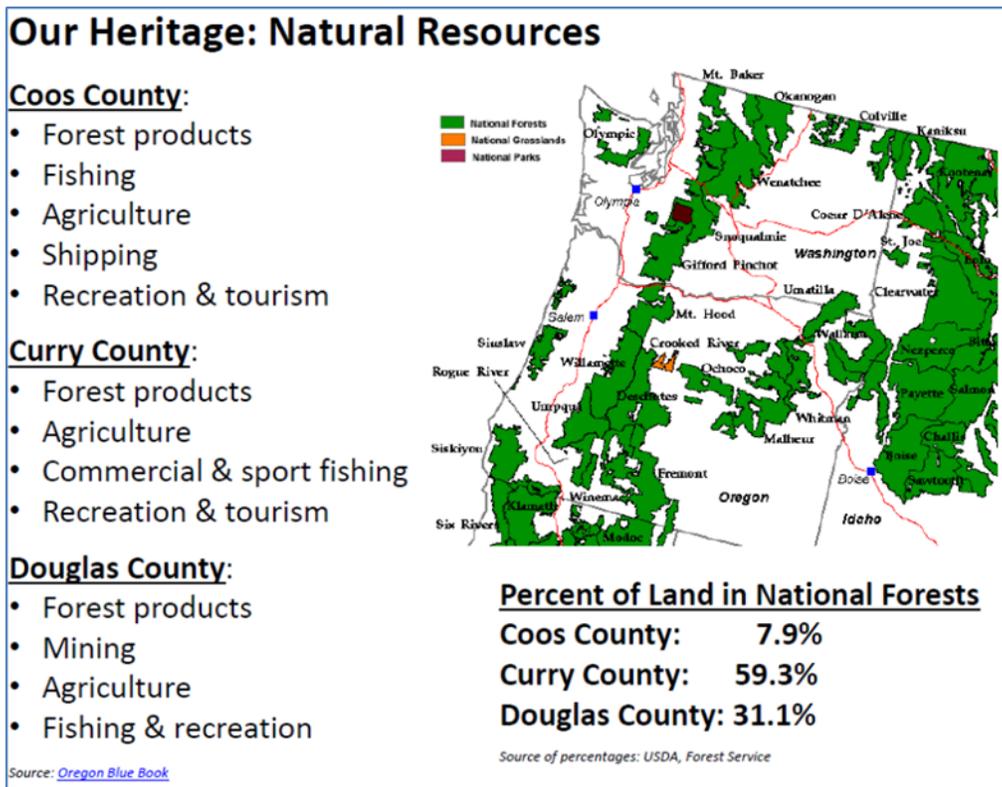
⁶ Source: <http://quickfacts.census.gov/qfd/states/41/41019.html>

As shown on the graph above, the Coos, Curry, Douglas area has a higher percentage of veterans than the statewide average. Veterans present a variety of needs in the community and also can contribute to the community economically.

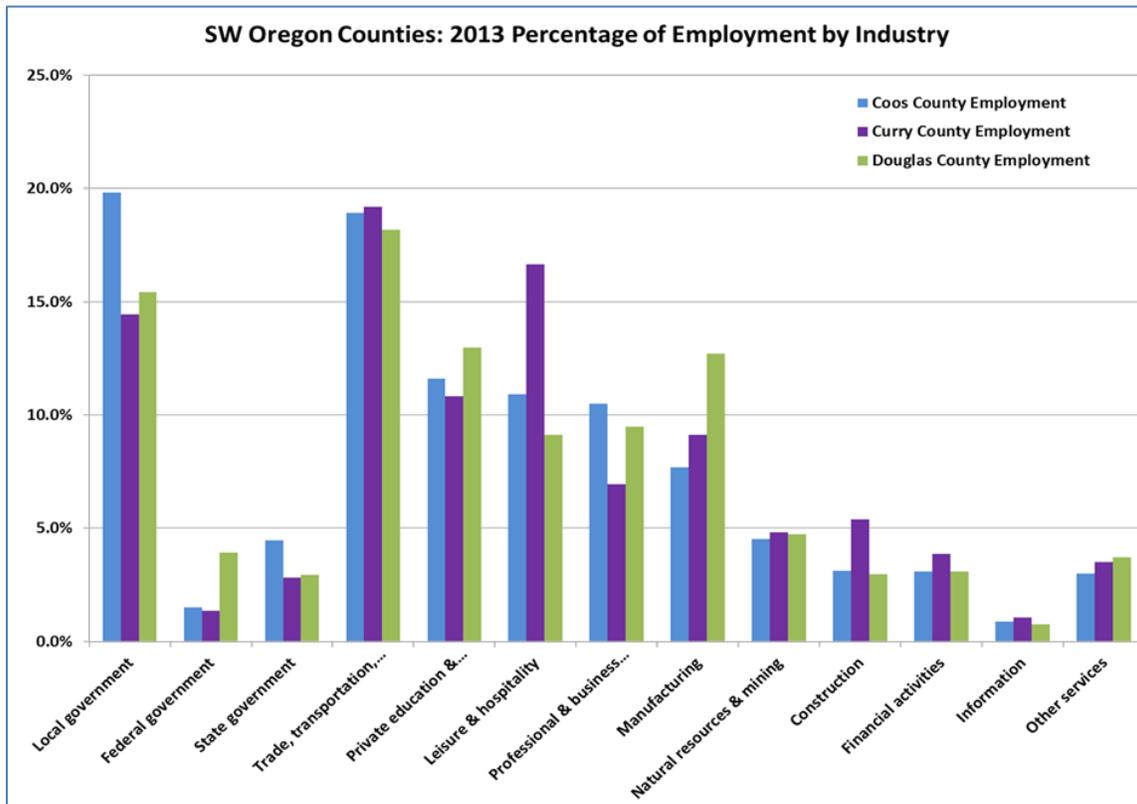
Other individuals with barriers to employment include those with disabilities and those who have been incarcerated. A discussion of these is included in Appendix D, page 12.

Industries

Historically, the industries of the Coos, Curry, Douglas area have been based on natural resources. Forest products, fishing and agriculture have been the mainstays of the counties' economies.



However, by 2013, a shift had occurred. Trade, transportation and utilities; leisure and hospitality; and government became the largest employment categories.



The top five industries by employment are

Top 5 Industries by Employment			
	Coos	Curry	Douglas
Local Govt (incl. Bay Area Health District & associated Hospital employment)	19.6%	14.9%	14.8%
Trade, Transportation & Utilities	18.8%	18.8%	18.6%
Private Education & Health Services	12.1%	11.3%	13.0%
Leisure, Hospitality	11.1%	16.5%	
Professional, Business Services	10%		9.7%
Manufacturing		9.5%	12.2%

As noted previously, and shown in the map on page 9, the geographic and population distribution of these three counties creates some logistical challenges. Much of the population and employment is distant from the I-5 north/south transportation corridor. This creates a challenge for industries to move products to markets.

Another challenge for the area is reflected in its educational attainment data. Although many of the current jobs require only a high school diploma, many of the anticipated future jobs that could result from economic development and workforce development would require higher education or apprenticeships. However, less than 25% of the population has attained that level of education and training, as shown below.

Educational Attainment for the Population 25+ Years	Coos	Curry	Douglas	
Population 25+ Years	2,612,044	46,183	17,461	77,439
Less than high school	11%	12%	9%	13%
High school diploma or GED	25%	32%	30%	33%
Some college, no degree	27%	30%	34%	30%
Associate's degree	8%	8%	6%	9%
Bachelors degree	19%	12%	13%	10%
Graduate or professional degree	11%	6%	7%	6%

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)

In 2014, the Workforce Innovation & Opportunity Act (WIOA) was passed by Congress, changing the emphasis of workforce development activities. WIOA's primary objectives are to:

1. Increase access to and opportunities for the employment, education, training, and support services needed to succeed in the labor market, particularly for individuals with barriers to employment.
2. Support alignment of workforce investment, education, and economic development systems to achieve a comprehensive, accessible, and high-quality workforce development system.
3. Improve the quality and labor market relevance of workforce investment, education, and economic development efforts so that workers will have the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide employers with the skilled workers they need to succeed in a global economy.
4. Improve the structure of and delivery of workforce development services to better address the employment and skill needs of workers, jobseekers, and employers.
5. Increase the prosperity of workers and employers and the economic growth of communities, and the global competitiveness of the United States.

To that end, local workforce boards were designated to carry out these responsibilities within designated local areas. To be comprised of more than a majority of local business representatives, and at least 20 percent of labor and community organization representatives, these local boards are granted federal funding to achieve the WIOA objectives. As of July 1, 2015, SOWIB is the designated local workforce board.

Four major areas of employment services are established under WIOA: services to adults, dislocated workers and youth; and services to employers. Funding is allocated to these services by area on a formula basis prescribed in the law.

For **adults and dislocated workers**, the focus is on basic career services, such as assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs; followed by individualized career and training services with

follow-up to address skill gaps. Performance is measured by monitoring employment, retention, earnings and employer satisfaction.

For **youth and young adults**, ages 16 to 24, the focus is to increase direct connections for youth and young adults to the labor market, entry into career pathways, increased education and comprehensive work experience training. This 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. WIOA places particular emphasis on services to out-of-school youth.

Services to businesses/employers focus on ensuring that businesses in the region can find the talent they need among the workforce of the region and improving the workforce system's responsiveness to business needs within sustainable and growing industry sectors.

Additionally, WIOA requires a **one-stop system** that emphasizes customer service by allowing workforce development services and corresponding needs (e.g., training, food stamps, vocational rehabilitation services) to be met efficiently and effectively through a single point of entry and service delivery.

VISION & GOALS

Among the requirements for workforce development strategic plans is the necessity that local plans be consistent with the statewide vision and goals adopted by the State of Oregon Workforce Investment Board (OWIB). OWIB adopted its plan in September 2015 with the vision and goals⁷ described below. SOWIB's role relative to each is also described below.

OWIB Vision

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

OWIB Goals

GOAL 1: Evaluate and create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.

SOWIB Role: To be an effective part of that system; assure that WorkSource One-Stop customers have easy access and that services are effective.

GOAL 2: Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.

SOWIB Role: To be the local coordinator for customized workforce solutions to business needs.

GOAL 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.

SOWIB Role: Identify and coordinate funding for timely opportunities for local workforce to obtain education, training and good wage jobs.

⁷ Oregon Workforce Investment Board Strategic Plan, 2016 – 2020,
http://www.oregon.gov/owib/aboutowib/Documents/OWIB_Strategic_Plan-Approved_9.18.15.pdf

GOAL 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.
SOWIB Role: Work with partners to create local sector strategies and career paths.

After consideration of the current economic conditions and employment forecasts within the Coos, Curry, Douglas area, and reviewing related plans from other agencies, SOWIB has adopted the following vision and goals for itself. A vision within a strategic plan is intended to describe the outcomes to be achieved by the plan and actions of the organization. The vision SOWIB has adopted is:

VISION: *A wide range of employment opportunities provide stable, family wage jobs, which, together with lifelong education and workforce training opportunities contribute to a strong and diversified economy in Coos, Curry and Douglas Counties.*

SOWIB's goals, which align with the OWIB goals above, are founded on analyzing the strengths and weaknesses of the three county area relative to the goal. These are consistent with the OWIB goals.

GOAL 1: Manage the One-Stop system to optimize understandable, accessible and effective services.

GOAL 2: Develop partnerships with other organizations to leverage funding and generate additional education and training (including on-the-job and apprenticeship) opportunities that support living wage job and career path opportunities.

GOAL 3: Coordinate business sector strategy development with government and private sector partners to address infrastructure and other business needs.

GOAL 4: Work with local business and economic development organizations to develop customized workforce solutions to timely address business needs.

CURRENT SERVICE DELIVERY MODEL

Currently, workforce development services are centered in three State of Oregon WorkSource offices, one each in North Bend, Roseburg and Brookings. These WorkSource offices are the point of entry for individuals needing workforce development support. Individuals eligible for SOWIB services are referred to a contracted provider, Umpqua Training & Employment (UTE) in Douglas County, and South Coast Business Employment Corporation (SCBEC) in Coos and Curry Counties.

These providers assess needs and skills and provide basic career services, such as labor exchange, market information, job listings, etc.; and may provide individualized services - directly or by referral to community colleges - such as career planning, short term courses, GED and ESL preparation, short-term pre-vocational training and testing that could lead to credentials and other education/training support. Self-sufficiency support is provided by the Department of Human Services. The contract providers may also refer to or provide supportive services in coordination with other organizations. They are

responsible for case management and for data reporting through a statewide data system that allows review of performance based on contracted metrics.

For youth, to help achieve the mandated ratio of services to out of school youth, all new enrollees must be out of school youth. Half of the participants must complete a work experience through the program; and emphasis is on achieving basic skills, including a secondary credential and some degree or certification.

At present, some of these services are not entirely co-located with the WorkSource offices.

ECONOMIC DEVELOPMENT ANALYSIS

The three counties, Coos, Curry and Douglas, have collaborated on a Comprehensive Economic Development Strategy (CEDS). Published by the three county business development corporation (CCD) in 2013, this plan finds, consistent with the data in the Background section of this plan:

- There are lasting impacts of the recession, including high levels of long term unemployed, mismatch of employer needs/worker skills and persistent economic challenges in rural areas
- The rapid national economic downturn of 2008 also radically changed the housing market in this region. It is influenced dramatically by foreclosures and forfeitures. This has impacted housing values.
- The Coos, Curry, Douglas region enjoys a competitive advantage in the Forest Products, Ocean/Fisheries, Metals, Machinery & Equipment, and Tourism industries.
- One of the objectives of the CEDS is to promote increased economic opportunities through strengthening and expanding these industries in the future
- Economic forecasts predict that the regional growth will continue to lag behind the urban areas of the state, suggesting the need to continue to invest in projects and activities that lead to economic diversification, job growth, and improved community services.
- The population of all three counties is aging due to the aging baby boom population and the growth of the retirement age population. The lack of family wage jobs also increases the proportionate number of aging populations because younger age groups have had to seek employment elsewhere to raise their families.

The CEDS recommends economic development strategies focused on specific industry sectors:

- Natural resource sectors, such as fisheries, forest products and agriculture, where employment can be in value-added production
- Trade sector development, which can promote regional competitive advantage
- Bringing training to various areas of the region, in recognition of the challenges of distance and limited capacity broadband internet, which affect access to business development technical assistance in these rural areas.
- Tourism and agriculture , which can bring growth to the region.

PUBLIC INPUT

Three public meetings were held, one in each county, the week of January 25-29, 2016. In these meetings participants were provided with economic and unemployment data and asked their opinions about issues, strategies, and focal industries that should be selected for specific attention during this planning period.

In summary, the comments pointed to these conclusions:

- Youth and young adult employment is a challenge because of the difficulties in reaching them once they have dropped out of school and because there appears to be a low level of understanding of being in the workforce.
- The aging community points to an increased need for health care services.
- Adult workers need life skill training as much as youth.
- Transportation barriers are significant as well as the need for more truck drivers to support local industries.
- More mobile work training opportunities are needed.
- Community college skills training opportunities should be expanded. For example, there are few programs in this region.
- In Curry County, particularly, housing is a barrier to increasing employment. New employees arriving in the area need housing, which is not currently available or affordable.
-

Recommendations from participants for priority actions in this plan included:

- Increasing vocational education - math skills at an earlier age, night classes for adults, etc.
- Using the health industry to set up employment training (because it is expanding and needs workers and provides higher paying jobs).
- Develop local trades training opportunities.
- Establish a business school for soft skills and financial training, entrepreneurial training for youth. Include record-keeping, communication skills, basic computer entry, office environment, etc.
- Focus on youth; set up a module for manufacturing and construction trades; set up education in schools to lead them to it.
- Get businesses engaged, including involved in financing the training needed.
- Expand the community dialog about workforce needs.

ISSUES

In July 2015, the SOWIB Board discussed issues in their preliminary SWOT (strengths, weaknesses/ challenges, opportunities and threats) for the region in in developing workforce strategies. At that time, they identified the following issues, which are compared in the table below to the responses from community resources in the CEDS. There is a high degree of correlation.

What are the strengths of Southwestern Oregon for business and employees?

SOWIB Brainstorm – July 24, 2015	Top Responses for Community Resources/ Strengths from Survey Respondents: (CEDS)
<ul style="list-style-type: none"> • Livability • Recreation opportunities • Low crime rate • Family oriented communities • Tourism • ✓ Local food & drink; and demand for locally sourced products • Good employee retention rates 	<ol style="list-style-type: none"> 1. “Quality of Life” attributes: diverse coastal, inland, mountain terrain; moderate climate; recreation and isolation opportunities 2. Diverse, unspoiled tourism product, especially ecotourism and heritage tourism products, fishing, hunting and off-road vehicles. 3. Traditional natural resources industry base: forestry, fisheries, agriculture

SOWIB Brainstorm – July 24, 2015	Top Responses for Community Resources/ Strengths from Survey Respondents: (CEDS)
<ul style="list-style-type: none"> • Diversity of ages & experience • Lower cost environment • Fishing community • Strong, committed businesses • Family owned & invested businesses • ✓ Two community colleges • Businesses willing to train • Connections to local business • People who live here want to stay • ✓ Retirees • Business incubator opportunity • Small businesses 	<ol style="list-style-type: none"> 4. Well-developed education system through the community college level 5. Potential for timber industry, including secondary and value-added manufacturing 6. Potential for alternative energy production through wave or wind energy 7. Favorable coastal location 8. Community support/partnerships 9. Attractive work/lifestyle 10. Proximity to major national and international markets

What are the challenges for business and employees in Southwestern Oregon?

SOWIB Brainstorm – July 24, 2015	Community Challenges and Barriers to Economic Development as Identified by Survey Respondents: (CEDS Plan)
<ul style="list-style-type: none"> • High unemployment • Aging population • Socio-economic factors • ✓ No four-year college • Difficulty attracting talent & jobs • Infrastructure problems (especially in Curry Co.) • Lack of affordable housing • ✓ Large percentage of older workers (retirements coming; need succession, especially for small business) • Diverse ages & experiences • Lack of incentives to move from being assisted to being employed • Lack of affordable child care • Generational issues (millennials have different work styles & motivation) • ✓ Engaging small businesses • Gap between private business and E&T providers (global vs individual businesses) • New required partnerships • Strings/admin requirements attached • Substance abuse • Getting retirees involved • Generational poverty • Recruitment of high level professionals 	<ol style="list-style-type: none"> 1. Lack of family wage jobs 2. Lack of funds to finance projects 3. Distance to major metro markets 4. Lack of diversified employment base (beyond natural resource industries) 5. Transportation access limitations 6. Large federal land ownership – the loss of federal timber funding (leaves the counties in jeopardy with a lack of funds to support their programs including their operations and management) 7. Lack of motivated/qualified workforce 8. Lack of diversity in work force (training skills) 9. Declining timber, agriculture and fisheries industry job base 10. Vulnerability to environmental regulations, state and federal

Community participants in public meetings highlighted these issues. Many of the comments focused on issues with young adults.

- There is a low level of understanding of being in the workforce among many 18-24 year olds. Youth don't have a good view of "a day in the life" of work; they are disconnected from the workforce because they don't grow up with the opportunity to work and to see work.
- When individuals are hired, they are often hindered by drug test results, poor work habits (such as not showing up for work reliably) and/or lack of skills. Many young adults lack a family or community "anchor".
- Lack of transportation to work is often a barrier to employment.
- Although some high schools offer welding, CTE graphics, robotics and medical terminology classes, most high schools in the area do not have the technology they need to train students in computer science or basic trade skills (e.g., welding), and in most high schools, there are no shop classes.
- Young adults and other adults often lack basic "living skills" (e.g., making change, showing up to work reliably, writing a basic letter).
- Expectations for wages among young adults often exceed market rates for the work.
- By the time youth have dropped out of school, it is challenging to reach them; need work experience while still in school.
- The younger adults change jobs frequently.
- The current emphasis on the hospitality industry is not going to be sustainable for this area. The jobs are low wages, seasonal and tourism is not likely to expand much. What must be done is something new that is not seasonal and pays higher wages.
- There is a lack of apprenticeship programs in the Coos, Curry, Douglas area.

Opportunities identified in community meetings included these:

- Employers have been receptive to the summer youth program. There are some good examples of models where businesses have hired young people and trained them successfully. Some employers are currently working with high schools to bring students into the workplace to experience it. This activity could be expanded.
- A best practices manual for working with youth could be an asset to potential employers.
- The aging population and need for expanded health care services points to health care as an industry that could be both enhanced and used for workforce development opportunities.
- Transitioning veterans bring funding to the economy and also skills. Focusing on helping veterans could be a way to further develop the workforce in this area.

STRATEGIC RECOMMENDATIONS

Many of the issues identified in the geographic, demographic and economic/workforce analysis suggest long term solutions are needed. There are no easy answers and funding is limited. This creates a significant challenge for SOWIB in prioritizing its work.

SOWIB's top priority must be to assure that the WIOA requirements for services to adults, dislocated workers, youth and businesses are met. This is an ongoing responsibility. Also, it is important for SOWIB to facilitate the transition to a full one-stop system, as required by WIOA.

However, the data and public input coincide in identifying top strategic needs as development of an industry sector and development of a youth workforce readiness system.

Industry

Sector partnerships are partnerships of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority issues identified by the target industry. Traditionally, sector partnerships have focused on workforce development issues, but today's sector partnerships focus on issues related to an industry's overall competitiveness.⁸

They are employer-driven; they are regional; they are coordinated by a credible convener; they act as a coordinating body across multiple education, workforce development, economic development and other programs; they create highly customized responses to a target industry's needs, and therefore highly accurate responses.

Selection of a target industry sector allows prioritization of job and workforce development actions and channeling of resources to what would be the most effective uses. An industry sector strategy that focuses on both workforce development and on the industry's overall competitiveness can better support economic development in the region. Whichever industry sector(s) is (are) selected as priority for SOWIB will be monitored and emphasized in funding programs that extend beyond basic employment services. For more information about sector partnerships, see Appendix C.

The State of Oregon is emphasizing sector partnership strategies and has provided funding for sector partnership work in the 2015-16 fiscal year. Because funding is available to initiate a sector partnership, this has been prioritized as a key activity in the first year of this plan period.

The principles in selecting sector strategies include:

- Enhancement of existing business sectors
- Mitigation of barriers for desired business sectors
- Optimization of advantages from growth industries

Previous recommendations to consider are the Comprehensive Economic Development Strategy (CEDS) 2014-2018 for Coos, Curry and Douglas Counties and the Oregon Consortium/Oregon Workforce Alliance (TOC/OWA) strategic plan of 2012.

The CEDS references several specific industry sectors as key for economic development in the Coos, Curry, Douglas region:

- Value-added employment in natural resource sectors, such as **fisheries** and **forest products**.
- Promote regional competitive advantage for **traded sector** development
- Promote regional competitive advantage for traded sector development: inland areas of Douglas County share a competitive advantage in a number of established industry clusters including: **wood products manufacturing; fishing and seafood; agricultural foods; forest equipment; tourism; and traded sector services**.
- Due to distance or limited capacity broadband internet, access to business development TA in rural areas can be difficult. Often training opportunities must come to the communities if the general population is to have access to training. This increases the cost of delivering services in remote rural communities: Focus on growing industry sectors such as **tourism, agriculture and value-added production**.

⁸ The Woolsey Group,
http://www.oregonworkready.com/uploads/1/1/7/4/11744722/sector_partnership_primer.pdf

The Oregon Consortium/Oregon Workforce Alliance (TOC/OWA) was the predecessor organization with the role that SOWIB currently has. Its strategic plan of 2012 called for these specific sector targets for this area, based on number of businesses, number of jobs and work-readiness:

- **Truck Transportation**
- **Food Manufacturing**
- **Wood Products**
- **Advanced Manufacturing: Fabricated Metal Products, Transportation Equipment, and Medical Equipment and Supplies**

The sectors in common to all of these sources are:

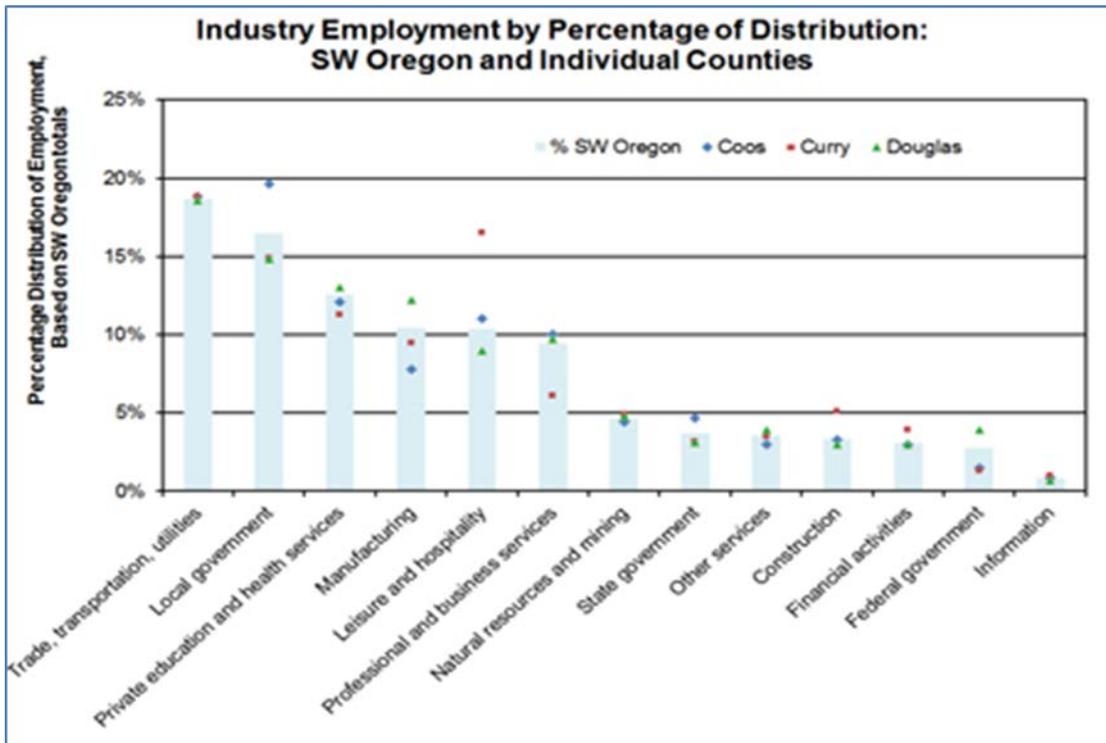
- **Manufacturing** (value added production, fishing, seafood, wood products, and fabricated metal, transportation equipment and medical equipment)
- **Trade, Transportation & Utilities**
- **Health Services**
- **Leisure & Hospitality**

These are all industries that play pivotal roles in the current regional economy and are growing, as evidenced by current data.

As shown in the table below, currently the most private sector jobs are in the trade, transportation and utilities sector; followed by private education and health services; and then by manufacturing and leisure and hospitality.

	Employment Totals	Percent of Total Employment
Trade, transportation, utilities	11,787	18.7%
Local government	10,394	16.5%
Private education and health services	7,908	12.5%
Manufacturing	6,591	10.4%
Leisure and hospitality	6,563	10.4%
Professional and business services	5,972	9.5%
Natural resources and mining	2,961	4.7%
State government	2,325	3.7%
Other services	2,250	3.6%
Construction	2,097	3.3%
Financial activities	1,949	3.1%
Federal government	1,766	2.8%
Information	516	0.8%
Totals:	63,079	100.0%

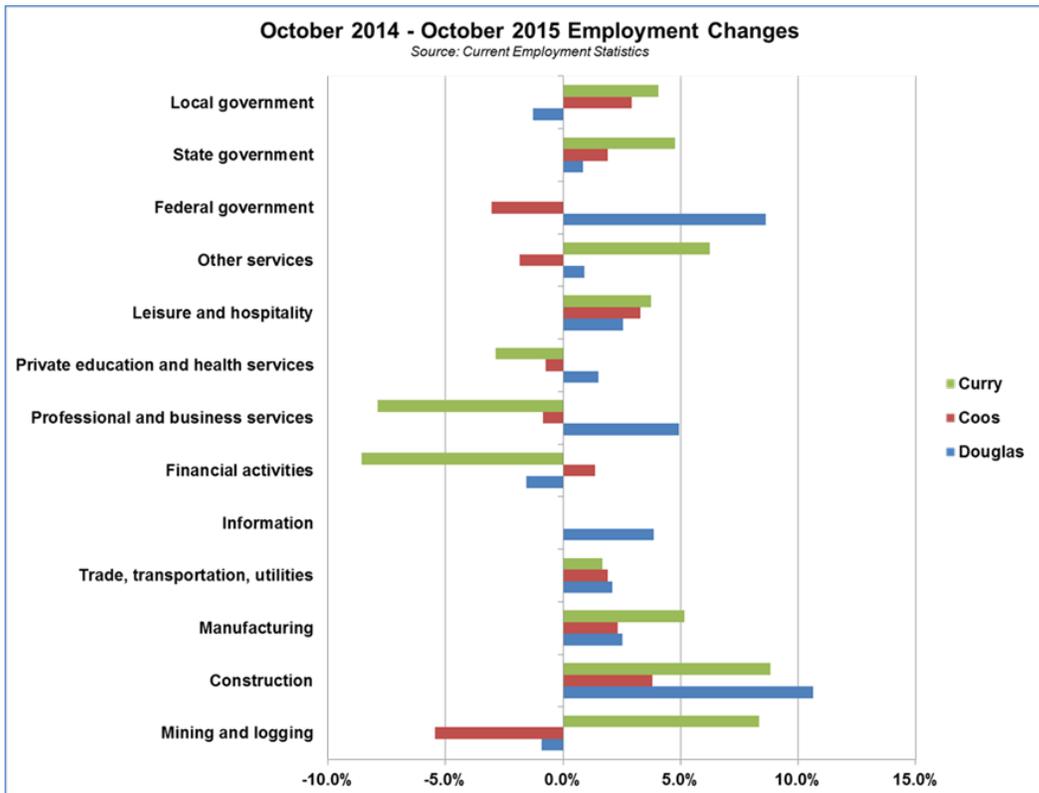
The relationship of these sectors to each county is shown in the table below. Trade, transportation and utilities are at the top of employment in all three counties. Private education and health services are at similar levels of employment in all three counties. Manufacturing and leisure and hospitality are less consistent among the three counties.



As shown on the chart at the top of the next page, employment growth in the last year shows a slightly different pattern. There has been the most growth in construction, reflecting the recent improvement in the regional economy. It has been noted that much of the new construction is related to new health care facilities in the area.

Construction was followed by manufacturing. Trade, transportation and utilities jobs have grown, although somewhat less; and the changes in private education and health has been less consistent, with some declines. However, in part because of the aging demographics in the area, the health care sector has been forecast as a high future growth area.

Employment forecasts for the next 20 years, as portrayed in the table at the bottom of the next page, show health care growth likely to exceed that of manufacturing. This reflects the changing demographics of the area to an aging population as well as increased health care delivery as a result of the increased insurance coverage in recent years.



Industry Employment Projections, 2012-2022				
Southwestern Oregon				
(Coos, Curry, and Douglas Counties)				
	2012	2022	Change	% Change
Total payroll employment	62,130	68,910	6,780	11%
Total private	47,370	53,130	5,760	12%
Natural resources and mining	2,980	3,410	430	14%
Mining and logging	1,690	1,970	280	17%
Construction	2,090	2,390	300	14%
Manufacturing	6,210	7,210	1,000	16%
Wood product manufacturing	3,820	4,500	680	18%
Food manufacturing	530	560	30	6%
Trade, transportation, and utilities	11,450	12,330	880	8%
Wholesale trade	900	970	70	8%
Retail trade	7,970	8,550	580	7%
Food and beverage stores	1,930	2,070	140	7%
General merchandise stores	2,230	2,430	200	9%
Transportation, warehousing, and utilities	2,580	2,810	230	9%
Information	560	530	-30	-5%
Financial activities	2,520	2,780	260	10%
Professional and business services	5,590	6,270	680	12%
Educational and health services	7,680	8,990	1,310	17%
Leisure and hospitality	6,430	7,200	770	12%
Other services	1,860	2,020	160	9%
Government	14,760	15,780	1,020	7%
Federal government	1,800	1,710	-90	-5%
State government	2,190	2,310	120	5%
Local government	10,770	11,760	990	9%
Indian tribal	1,940	2,170	230	12%
Local education	4,230	4,590	360	9%

Both manufacturing jobs and health care jobs will require skill development among the workforce that does not currently exist. Employers report significant challenges in hiring for jobs in both categories. The skills and training needed for workforce in both areas are very specific and cannot be obtained except through certification programs.

In the case of health care, extensive work has been undertaken over the last several years to establish a medical education college in Roseburg. This would supplement the nursing and allied health training program at Umpqua Community College and the Associate of Applied Science in Nursing degree program at Southwestern Oregon Community College. If established, the college would attract students and professors from other parts of the country, adding economic benefit to the region, while meeting the changing needs of health care institutions and students for decades in the future.

This work has resulted in an established base of partners and a body of work that can expedite the sector partnership efforts in this industry. In order to leverage this pre-existing effort, **SOWIB has selected the health care industry as its first target sector**, to be followed by manufacturing after the sector work is well underway with health care.

Youth

Rural isolation and socio-economic disadvantages create a difficult climate for workforce development in southwestern Oregon. This is especially true for the development of the young workforce (ages 16-24), who need to begin their careers in either new jobs or replacing older workers. As noted in previous sections of this plan, youth have the highest unemployment rates of all potential workers.

These young workers face challenges in addition to isolation and socio-economic disadvantages. These include:

1. High drop-out rates
2. High poverty and homelessness rates
3. High rates of alcohol and drug abuse
4. Limited opportunities for workforce training.

As the newly formed Southwest Oregon Workforce Investment Board finds its strategic legs, there are important decisions to be made about how to financially sustain strategies that address new and emerging youth workforce challenges as well as current efforts on behalf of youth and young adults. Immediate attention and problem-solving by regional partners will be necessary to develop solutions to these system challenges.

To increase workforce readiness for youth and young adults, workforce partners must generate a shift in culture that:

1. Creates a positive attitude towards work in our youth
2. Provides long-term resources to sustain successful efforts, and
3. Provides a diversity of sector partnerships that reflect the changing workforce needs in the region.

This shift will only result from sustained collaborative development efforts of SOWIB, local workforce partners, internal and external funding partners, and other builders of regional workforce development capacity.

In the short term, SOWIB must work to understand the breadth of youth programming that is currently being provided in the region, what workforce needs are being addressed by each program, and what

workforce needs remain at issue for the future. Many regional efforts already exist to help youth and young adults attain satisfying careers while helping to fill gaps with the regional workforce. These are described in Appendix A.

However, in spite of this extensive activity, unpreparedness of the youth and young adult workforce remains a very high priority for action. One of the strongest public comments in development of this plan was the need for more institutionalizing of work readiness/preparation at an earlier age, preferably when youth are still in school.

Some of the programs that have been identified have not yet begun. Others are subject to potential funding shortfalls or reductions. The successes of these programs depend not only on proper direction and management at the program level, but on a higher level of coordination within the region. Coordinating future funding partnerships will be a key strategic element of sustaining these efforts. During the scope of this strategic plan, SOWIB will explore its roles as convener and facilitator for the regional program coordination and funding partnerships functions.

For each program, the measures of success and progress towards those measures should be communicated with transparency throughout the SOWIB partnership. Maintaining high quality evidence-based services (that serve the youth workforce) should be a primary responsibility of the SOWIB network, especially for programming that is financially supported through SOWIB. To be successful at delivering concerted regional programming, SOWIB must build a collaborative program evaluation platform that helps all partners understand what work is being accomplished across the region and how individual program work contributes to regional goals.

Solid programs that are well defined, well run and meet program outcomes attract sustained funding. The SOWIB region is fortunate to have funding partners at all levels (local, regional, state and federal) that are interested in improving regional youth workforce outcomes. Potential local funding partners include The Ford Family Foundation, Coquille Tribal Fund, Cow Creek Umpqua Indian Foundation, and the Three Rivers Foundation. Other regional or statewide workforce funders include the Oregon Department of Education, Business Oregon, Oregon Vocational Rehabilitation Services, Regional Solutions, Oregon Community Foundation, Meyer Memorial Trust. The poor educational outcomes and employment opportunities for youth and young adults in this region continue to attract federal funding opportunities through the Department of Education, Department of Labor and private foundations of nationwide scope.

In the initial years of the SOWIB strategic plan, it makes sense to focus development efforts on coordinating, improving and in some cases expanding existing and successful youth workforce programs.

Strategies

1. Assure that the WIOA requirements for services to adults, dislocated workers, youth and businesses are met.

- Issue an RFP by April 1, 2016 for new service delivery contracts consistent with WIOA requirements.
- Negotiate contracts with selected service providers, to commence on July 1, 2016.

2. Implement the One-Stop system throughout the SOWIB workforce area.

- SOWIB co-locate with WorkSource in Coos Bay.
- Develop a plan for a new WorkSource office in Roseburg at which service providers and other partners, such as community college, vocational rehabilitation, TANF and related

programs are expected to co-locate. Move to the new facility and achieve co-location by early 2018 or sooner, if possible.

- Examine WorkSource and other partners in Brookings to determine whether other co-location arrangements should be made; if so, develop a plan to achieve the co-location by the end of 2017.
- Review One-Stop standards and assure compliance at each facility.

3. Lead a partnership effort to establish a youth workforce ready system that generates a shift in culture, creating a positive attitude towards work in our youth, providing long-term resources to sustain successful efforts, and responding to the changing workforce needs in the region.

- Convene a task force, or work with similar groups already in operation, representing the K-12 school systems, community colleges, business and potential funders to design a work readiness implementation program for high school students and young adults not currently participating in K-12 programming. Analyze current programs, outcomes from those programs, gaps and needs.
- Identify programs that can fill gaps, meet needs and work cohesively as a system for youth work readiness.
- Develop funding proposals by December 2017.

4. Commence an industry sector partnership within the health care industry.

- SOWIB will contract with an experienced convener, work with industry representatives to develop partnership champions, and initiate the sector partnership process by June 2016.
- SOWIB will coordinate conversations with community colleges, businesses and labor unions to determine the potential for establishing local apprenticeship programs that would be helpful in supporting health care businesses in Coos, Curry and Douglas Counties.

APPENDICES

APPENDIX A: CURRENT YOUTH & YOUNG ADULT WORKFORCE PROGRAMS

The following information describes examples of youth and young adult workforce programs that are currently operating in the SOWIB region.

Douglas County Partners for Student Success (DCPSS) – Addressing the high drop-out rate of high school students in Douglas County

Program Description: Umpqua Training and Employment (UTE) and other partners are working to reduce the drop-out rate of high school students through:

- 1) K-12 services including the Science Technology Engineering, Arts and Math (STEAM) initiative, and
- 2) Out-of-school services for youth and young adults who have not yet not completed high school.

DCPSS represents a community wide coalition striving to impact the success of our youth cradle to career. Their goals are to ensure each child in Douglas County is healthy and ready for kindergarten, is supported for success both in and out of school, leaves high school ready for post-high school education or a career and completes relevant post-high school education, career training, certification or degrees that support gainful employment. Umpqua Training and Employment, Inc. (UT&E) is leading workforce readiness and National Career Readiness Certificate (NCRC) efforts in area high schools and for out of school youth. In an effort to support DCPSS, UT&E piloted a project designed to help students complete a career action plan, an electronic portfolio (student identification, references and work history in digital form), NCRC testing, credit recovery and assistance with graduation requirements. UT&E also worked to provide work internships and work experiences for in and out of school youth through partnerships with local businesses. A decrease in federal funding for youth workforce readiness in the late 2000's has negatively impacted UTE's ability to provide a high level of sustained services. UTE is recognized as a state / local leader in youth workforce development. UT&E's work provides a solid foundation on which to build youth training and employment opportunities.

Program and Organizational Websites: <http://www.dcpss.org> , <http://www.ute1stop.org>

Current Program Partners (DCPSS Executive Team Members): Greater Douglas United Way, Douglas Education School District (DESD), The Partnership (economic development arm of Douglas County) Area Health Education Center (AHEC – in partnership with OHSU), Umpqua Community College, a private sector business representative from RFP and Umpqua Training and Employment. **Example of system partners:** Douglas County school districts, disability organizations, State-DHS, community organizations/associations who serve youth – FAA, 4H, Robotics Clubs, etc.

Current Funding Partners: Oregon Department of Education

Potential Funding Partners: The Ford Family Foundation, Oregon Community Foundation, other local and regional funders.

Southern Oregon Regional Solutions in partnership with South Coast Business Employment Corporation and Umpqua Training & Employment, Inc. – Addressing the need for Youth Workforce Readiness in Coos, Curry and Douglas Counties

Program Description: The new reality of “jobs are hard to fill” in the southwestern Oregon region led business owners, legislators, Southern Oregon Regional Solutions, Business Oregon and local workforce training partners to seek State funding for youth workforce readiness. An award of \$800,000 by the Oregon State Legislature will fund programming that includes youth work readiness assessment, National Career Readiness Certificate (NCRC) assessment, career pathway/career exploration coursework, work experience placement and on the job training (OJT). Umpqua Training and Employment UTE) and South Coast Business Employment Corporation (SCBEC) will provide these

services to low and middle income youth who are high school juniors and seniors. Services will include in-school classes and summer work opportunities and are expected to begin in 2017.

Organizational Websites <http://www.oregon.gov/gov/admin/regional-solutions> ,
<http://www.ute1stop.org/youth-training> , <http://www.scbec.org>

Current Program Partners: Southern Oregon Regional Solutions, Umpqua Training and Employment (UTE), South Coast Business Employment Corporation (SCBEC), Local School Districts, Local business employers

Current Funding Partners: Southern Oregon Regional Solutions

Potential Funding Partners: The Ford Family Foundation, Oregon Community Foundation, other local and regional funders

Southwestern Oregon Community College (SWOCC) and Umpqua Community College (UCC) Career and Technical Education Programs – Addressing the need for skilled young adult workers in specialized technical and vocational fields

Program Description: SWOCC and UCC offer an array of programs that help young adults earn family-wage jobs and careers in vocational and technical fields. SWOCC and UCC are partnering on programs, such as the Road to Forestry and Natural Resources Careers that help students gain certifications at the Associate degree level and link to further study at the Oregon University System. SWOCC's Allied Health Careers program and UCC's membership in the Oregon Consortium for Nursing Education are providing highly qualified health professionals to meet our growing regional demand. SWOCC also offers a Basic Health Certificate that is available to high school students in Coos County school districts as a dual credit class. Classes are free to students taking college courses taught by high school teachers at the high school. Credits are placed on high school and college transcripts. Instruction for these types of high-school certificate programs is provided by high school teachers who are also credentialed at the community college level. There is enthusiasm among college leadership for creating a new Workforce Readiness Certificate for high school students using the dual credit model.

College Websites: <http://www.socc.edu> , <http://www.umpqua.edu>

Current Program Partners: SWOCC, UCC, Oregon State University (Road to Forestry and Natural Resources Careers), Oregon Health Sciences University (Oregon Consortium for Nursing Education), Industry partners, credentialed high school teachers, Coos School Districts

Current Funding Partners: SWOCC and UCC, Oregon Board of Education

Potential Funding Partners: Oregon Department of Education, Local Hospitals, Forestry and Natural Resource Industries

Oregon Youth Transition Program – Addressing workforce readiness for students with disabilities

Program Description: The Youth Transition Program (YTP) is a comprehensive transition program for youth with disabilities that has been in existence in Oregon since 1990. The YTP provides services to youth beginning during the last two years of high school and continuing into the early transition years after leaving high school. The Youth Transition Program is instructed by Youth Transition Specialists and Job Coaches who help students build work readiness skills and match students with work opportunities during the school year. All students in the program receive a comprehensive pattern of service designed to address a broad array of transition needs. The purpose of the program is to prepare youth with disabilities for employment or career related post-secondary education or training. YTP staff members are trained through a capacity building program at the University of Oregon.

Program Website: <http://www.ytporegon.org>

Program Partners: Oregon Vocational Rehabilitation Services, Oregon Department of Education, University of Oregon, Educational Service Districts, School Districts in Coos, Curry and Douglas Counties, local businesses that offer employment to students.

Current Funding Partners: Oregon Department of Education, Vocational Rehabilitation Services, Participating School Districts.

Potential Funding Partners: Oregon Department of Education, Vocational Rehabilitation Services, Participating School Districts.

TRIO Programs (Upward Bound and Talent Search) through Southwestern Oregon Community College (SWOCC) and Umpqua Community College (UCC) – Helping low-income youth attain college, university and workforce success

Program Description: Both SWOCC and UCC offer Upward Bound and Talent Search programs in Coos, Curry and Douglas counties as part of the federally-funded TRIO programs. TRIO programs were established in 1965 to help low-income, first generation students complete high school, enter college, and graduate or participate in a technical training program. TRIO students gain college credit through the **Talent Search** initiative while in high school by participating in leadership, career education and career readiness activities. Students work with college instructors to set personal career goals and action plans and to implement those plans through the first year of community college work. **Upward Bound** is a college preparatory program that provides academic counseling, career planning and career exploration for low-income and first generation students in high school. Upward Bound programs include summer Leadership Academies that are held onsite at the colleges.

Program Websites: <http://www.socc.edu/sss> , www.umpqua.edu/student-support-services

Program Partners: SWOCC and UCC, high schools in Coos, Curry, Douglas Counties

Current Funding Partners: U.S. Department of Education

Potential Funding Partners: U.S. Department of Education, Oregon Department of Education, The Ford Family Foundation, Oregon Community Foundation

Oregon 40-40-20 Plan: Oregon Learns – Redefining Oregon student outcomes

Program Description: In 2011 Oregon launched a fundamental redesign of its public education system. The goal of this effort is to help more Oregon students thrive in their studies and attain postsecondary degrees, certificates, and meaningful employment. The Oregon Business Council, along with education, foundation, and business leaders, created the Oregon Learns initiative as a way to work with and support Oregon policy makers and stakeholders as they shape and implement that vision. By 2025, this goal aims for 40 percent of Oregonians to have a baccalaureate degree or higher, for 40 percent to have an associate's degree or certificate in a skilled occupation, and for the remaining 20 percent without a postsecondary credential to have at least a high school diploma or its equivalent credential.

This program has an extensive list of partners, champions and funders. For more information, see

<http://oregonlearns.org/>.

Cow Creek Band of Umpqua Tribe of Indians - Youth Leadership Program – Providing culturally relevant leadership skills and work experiences to tribal youth and young adults

Program Description: During the school year, the Youth Leadership Program engages tribal youth and young adults in developing leadership skills, engaging in community service projects and learning peer-to-peer counseling techniques. Each summer, youth and young adults are matched with work experiences at tribal businesses that meet their interests. Business partners include tribal government offices, tribal gardens, the Seven Feathers Casino and RV resort and the tribal health clinic.

Governmental Organizational Website: <http://www.cowcreek.com>

Program Partners: Cow Creek Band of Umpqua Tribe of Indians, Tribal businesses

Current Funding Partners: Cow Creek Band of Umpqua Tribe of Indians, Tribal businesses

Potential Funding Partners: Social and Economic Development Strategies Tribal Governance- SEDS TG, Meyer Memorial Trust, First Nations Foundation

Umpqua Training & Employment in partnership with local businesses and Wolf Creek Job Corp

–Providing work experience and on-job-training opportunities for out of school and at risk low-income youth.

Program Description: Identification of academic and NCRC baseline skills and completion at UT&E and/or other community locations (Job Corp youth are assessed on the Corp campus by UCC and UT&E staff). Youth learn to develop career options and identify career pathways. Business representatives meet with youth at UT&E 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 credits applied toward graduation.

Organizational websites: <http://www.ute1stop.org> , <http://wolfcreek.jobcorps.gov/home>

Program Partners: Local businesses, Wolf Creek Job Corp, Umpqua Community College – Woolly Center and Umpqua Training & Employment.

Current Funding Partners: Wolf Creek Job Corp – Department of Labor (work attachment activities), Umpqua Community College – Woolley Center (Title II funding) GED classroom instruction, Umpqua Training & Employment – (WIOA/state funding), Private sector business funding (OJT – employer pays half of the training wages).

Potential Funding Partners: Oregon Department of Education, additional businesses, Department of Human Services, Oregon Youth Authority.

Access to Student assistance Programs in Reach of Everyone (ASPIRE) and Oregon Promise –

Helping all students plan and meet education goals beyond high school

Program Description: ASPIRE is 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. ASPIRE was started as a partnership between OSAC and the Oregon Community Foundation. **Oregon Promise** is a new initiative of the State of Oregon that expands access and removes financial barriers to post-secondary education. The impacts of Oregon promise on the Coos, Curry and Douglas region are not yet known.

Program Websites: <http://www.oregonstudentaid.gov/aspire> , <http://www.oregonstudentaid.gov/oregon-promise>

Program Partners: Oregon State Office of Student Access and Completion (OSAC), Oregon Education Investment Board (OEIB), School Districts in Coos, Curry and Douglas Counties, ASPIRE volunteer mentors

Current Funding Partners: Office of Student Access and Completion (OSAC), The Ford Family Foundation, the Oregon Community Foundation

Potential Funding Partners: Office of Student Access and Completion (OSAC), The Ford Family Foundation, the Oregon Community Foundation

APPENDIX B: APPRENTICESHIPS

Apprenticeships sponsored by Umpqua Community College, Roseburg

- Inside Electrical
- Industrial Electrical
- Industrial Maintenance (Millwrights, Pipe Fitters, Machining) and Manufacturing
- Saw Filers

A Sector Partnership Primer Sector Partnerships – What are they?

The Woolsey Group logo features the text "THE WOOLSEY GROUP" in a serif font, with "THE" in smaller letters. To the right of the text is a stylized graphic of three intersecting lines forming a triangular shape, all contained within a blue rectangular border.

Sector partnerships are **partnerships of companies, from the same industry and in their natural labor market region, with education, workforce development, economic development and community organizations that focus on a set of key priority issues identified by the target industry.** Traditionally, sector partnerships have focused on workforce development issues, but today's sector partnerships focus on issues related to an industry's overall competitiveness.

They are **employer-driven**; they are **regional**; they are coordinated by a **credible convener**; they act as a **coordinating body** across multiple education, workforce development, economic development and other programs; they create **highly customized** responses to a target industry's needs, and therefore **highly accurate** responses.

Sector partnerships must have an active convener. This could be workforce development, economic development, community colleges, organized labor entities, or community based organizations. In some cases, even a company may act as the convener. **No sector partnership is ever successful without members of industry acting as leaders, informers and champions.**

What should they be?

- **Today's sector partnerships focus on more than just workforce issues.** They facilitate conversations and commitments from employer members focused on the industry's biggest opportunities for growth. They use the power of coordination across education, workforce and economic development programs to address the multiple needs of companies, including issues related to infrastructure, supplier development, access to capital, training of skilled workers, etc.
- **In a sector partnership, workforce development, education and economic development partners are joined at the hip when approaching industry,** vs. independently approaching industry members. Sector partnerships make this possible. The partnership becomes the "go-to" for companies to get their needs met; companies never have to navigate the dozens of programs out there themselves.
- **No public partner ever "sells their wares" to companies** in a sector partnership. Instead, the convener acts as a facilitator to find out industry needs, public partners jointly listen, and jointly develop shared solutions. Sector partnerships never put the cart before the horse by assuming any "solutions."
 - **What's different about this?** Sector partnerships organize around industry needs, not around public programs.
- **Ideally, each labor market region in a State should have an active sector partnership for each industry critical to their regional economy:**
 - In metropolitan and surrounding areas, a unique sector partnership should exist in each critical sector, such as: healthcare, manufacturing, transportation/logistics, finance or professional services, others;
 - In rural areas, a unique sector partnership should exist in each of their critical sectors, such as healthcare, agriculture, hospitality/tourism, manufacturing, transportation/warehousing, etc.

- Across the State, there should exist as many regional partnerships that make sense for concentrations of like-companies and their labor markets.
- All of the above must be driven by labor market information data – concentration of companies in an industry sector or adjacent sectors; historical and predicted job growth; quality of jobs; primary information collected from employers in the target sector and region; etc.
- **Ideally, over time, you may find that some partnerships in similar industries across smaller regions merge into larger regional partnerships**, but beware of making your partnership too big or too small. Keep it focused on the natural labor market region of your target industry, and keep it manageable in terms of coordination and networking across employers.
- **Ideally, the job of convening sector partnerships is taken on by one lead organization, but implementation of the activities, services and solutions is shared** across key institutions in education, workforce and economic development:
 - For example, imagine in your region that:
 - Workforce development convenes the Healthcare and Construction partnerships; Colleges convene the Energy and Professional Services partnerships; and the Chamber convenes the Manufacturing partnership. Each system/program sits on every partnership as a key partner.
 - Each partnership is driven by a group of active employer partners in the target industry.
 - The Point: This is not a workforce development thing, or an economic development thing, or an education thing. It's a shared thing.

What's in it for me?

- **For Companies** – a place to solve major talent issues, a place to address other issues related to their shared competitiveness; a single table at which to work with public entities; an opportunity to share costs related to needed solutions
- **For Educators** – a venue for faster understanding of changing industry needs; a vehicle to identify, build and refine curriculum, programs and credentials; the only way to truly create industry-driven career pathway systems.
- **For Workforce Developers** – a way to strategically focus time and resources toward high impact solutions for industry and workers; a wholesale vs. a retail approach to serving employers; a way to create highly customized and therefore highly accurate training solutions for employers that give workers the right training at the right time for jobs that exist now.
- **For Economic Developers** – a place for focused work with existing key industries on talent and other questions related to competitiveness; a meaningful venue for working with workforce development and education; a framework for organizing the strategies needed to support critical industries; and a tool to truly understand the strengths and opportunities of existing industry in a region that can inform retention, growth and attraction strategies.

Impact and Outcomes

Sector partnerships are among the few public program interventions with statistical evidence showing improved employment opportunities for workers. Companies benefit too, reporting increases in productivity, reductions in customer complaints, and declines in staff turnover, all of which reduce costs and improve competitiveness. Some sector partnerships are strongly correlated to job creation and new product lines of member employers, simply based on the networking power of the partnership.

Impact on Employers:

- Turnover: 41% reduction
- Rework: 19% reduction
- Customer complaints: 23% reduction
- Companies that said partnerships with other companies were valuable: 100%
- 84% of employers surveyed from Industry Partnerships reported significant increases in productivity
- Growth: New product lines, new access to markets.

Impact on Workers:

- Earn more per hour
- Decreases in poverty (from 64% to 35%)
- Participants gained new jobs within targeted sectors
- 83% of participants agreed that the training prepared them well for work in the targeted sector
- 78% said the program had improved their chances of getting a good job

Impact on Economic Growth:

- New product lines added by member companies
- New markets entered
- New jobs created
- New companies created
- New companies relocated to the region

For more: “State Sector Strategies Coming of Age: Implications for State Workforce Policymakers: <http://www.nga.org/files/live/sites/NGA/files/pdf/2013/1301NGASSSReport.pdf>

APPENDIX D: WIOA LOCAL PLAN

Workforce Innovation and Opportunity Act

Local Plan

SOUTHWESTERN OREGON

(Coos, Curry & Douglas Counties)

Submitted by

SOUTHWESTERN OREGON

WORKFORCE INVESTMENT BOARD

July 1, 2016 – June 30, 2020

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Approved by SOWIB Board March 31, 2016

Approved by Coos, Curry, Douglas Consortium March 29, 2016

Section 1: Workforce and Economic Analysis

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)]

Geographic and Demographic Factors

Southwestern Oregon consists of Coos, Curry and Douglas counties. Coos and Curry counties are bordered by the Pacific Ocean to their west and by mountains on the east. These geographic elements create significant transportation barriers to markets and other population centers.

Douglas County has a small outcropping that also reaches the Pacific, but most of the land is inland, either forested or rolling hills and valleys dotted with small farms, ranches and a growing number of wineries. Roseburg, in Douglas County, is the largest city in Southwestern Oregon. Since it is located on I-5, at the midpoint between Seattle, Washington and Sacramento, California, it has fewer challenges and some advantages getting goods to and from the area. Because most of the Southwestern Oregon land is a temperate rainforest on low, but steep, coastal mountains, most of its people live along the coast and rivers, along the main transportation corridors of Hwy. 101, I-5, Hwy. 42 and Hwy 38. Roseburg, in Douglas County, is the largest city with about 22,500 people in the area. Douglas County is home to 10 other incorporated small towns ranging in population from about 5,400 in Reedsport to about 200 in Elkton. Coos Bay and North Bend, in Coos County, are both coastal cities, with populations about 16,500 and 9,750 people, respectively. Coos Bay is the most populous city on Oregon's coast. Coos County's other small population centers include Bandon (3,105), Coquille (3,870), Myrtle Point (2,525), and Lakeside (1,705).

Brookings, in Curry County, is the southern-most city on Oregon's coast, and has a population of about 6,600. Gold Beach, the county seat in Curry County, has 2,275 residents. Port Orford, the most western city in the continental U.S., has a population of just over 1,100.

Industries

The industries in Southwestern Oregon are strongly influenced by geography. The intrinsic beauty of the South Coast, coupled with natural resources from ocean fisheries and long-standing dependence on timber and shipping, has historically defined the region. For the most part, Coos, Curry, and Douglas counties have economies based on their natural resources. The Oregon Blue Book (a fact book produced by the Secretary of State's Office) lists the top economic drivers: forest products, agriculture, fishing, and recreation. Coos County adds shipping, and Douglas County includes mining. The table below shows this three-county area's top employing industries.

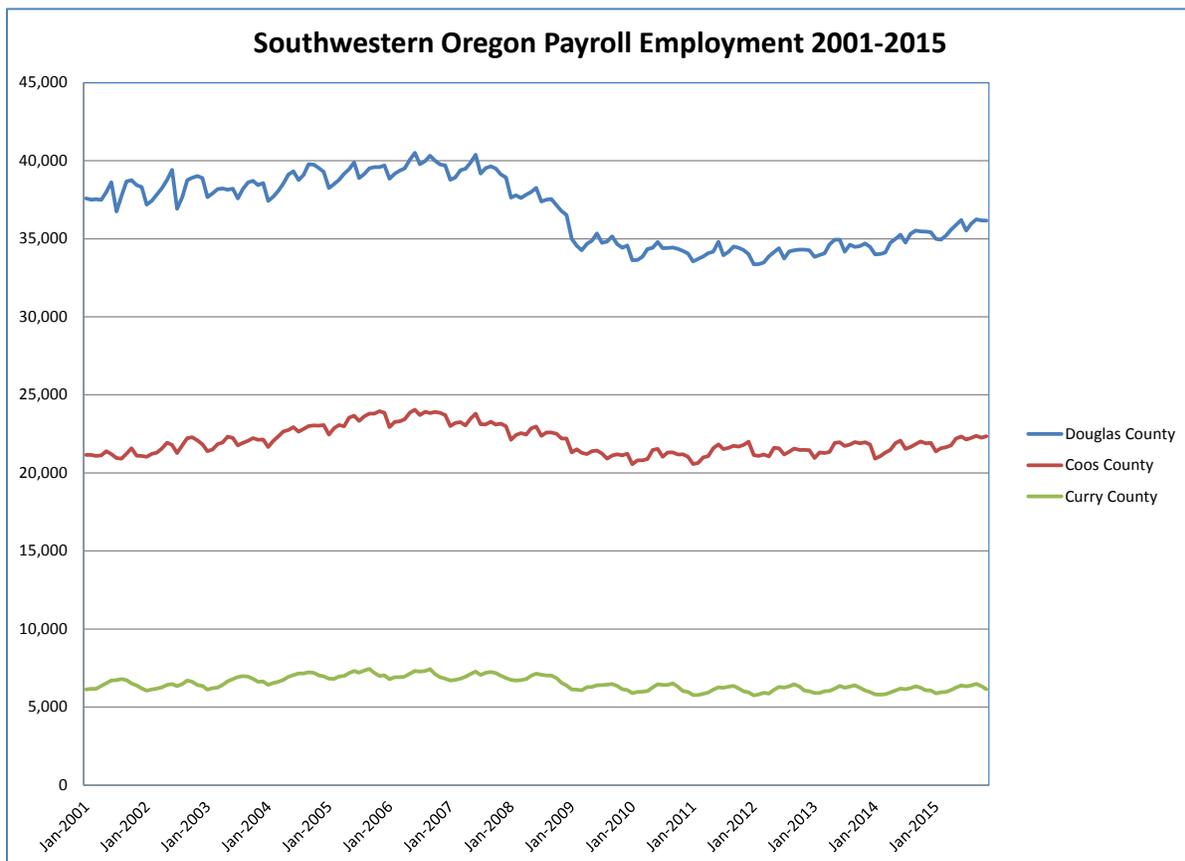
Curry County is the most geographically isolated county in Southwestern Oregon, with only two highways, 199 and 101, linking it to other areas. Both Coos and Curry economies depend more on the extraction and processing of local natural resources, and tourism to the scenic Oregon coast. Timber, fish, and small farms and ranches are the primary natural resources of these counties. They support logging, and wood product manufacturing; fishing, aquaculture, and seafood processing. The most widely-used natural resource is probably

the beaches and views along the South Oregon coast. Visitors to the two coastal counties spent about \$375 million locally in 2014.

Coos County's relatively high percentage of employment in local government is reflective of the high employment in the county's health district. Because rural hospitals are often organized as health districts, their employment numbers are reported as local government. More recently, tourism with amenities such as Bandon Dunes golf courses and tribal-sponsored gaming at The Mill Casino, hotel and RV resort and newly opened Three Rivers Coos Bay Casino in Coos Bay; and Seven Feathers Casino in Canyonville, Douglas County, draw visitors from other counties, states and to a lesser extent, from other countries too.

Indian tribal employment is also part of the local government category. Curry County shows a high percentage of its employment in the leisure and hospitality industry. Federal government employment is noticeably larger in Douglas County, with a VA hospital that is the only one in Southwestern Oregon. Douglas County has slightly more manufacturing, particularly wood products manufacturing, than the other two neighboring counties.

Employment



The economy of Southwestern Oregon supports about 64,650 payroll jobs, not counting self-employed people and most agricultural jobs. The region lost about 9,000 jobs in the 2008 recession, and has only regained 3,200 of those jobs as of November 2015. Coos County has regained just over 40 percent of the jobs lost during the recession, and is about 1,200 jobs below its pre-recession peak employment from 2005. Douglas County lost 5,540 jobs during the recession and has added back almost 2,000 during the recovery, or about 35 percent of the jobs it lost. Curry County is lagging behind the rest of Southwestern Oregon in its recession recovery. Curry

County payroll employment fell by 960 jobs from 2005 to 2010. Since that time, Curry County has only regained 110 of those jobs. In other words, only about 12 percent recovered from the recession’s job losses. An updated look at the jobs gained back since the end of the recession shows that the moderate job growth experienced over the last year is helping.

In contrast, statewide, Oregon had regained all the jobs lost in the recession as of November of 2014. For Douglas County, the recovery has been slower, although job growth has improved. Preliminary annual average data show that employment grew 2.3 percent in 2015. This compares with 3.3 percent statewide, but is an improvement from the 1.4 percent annual average growth seen in Douglas County in 2013 and 2014.

The table below shows this three-county area’s top employing industries.

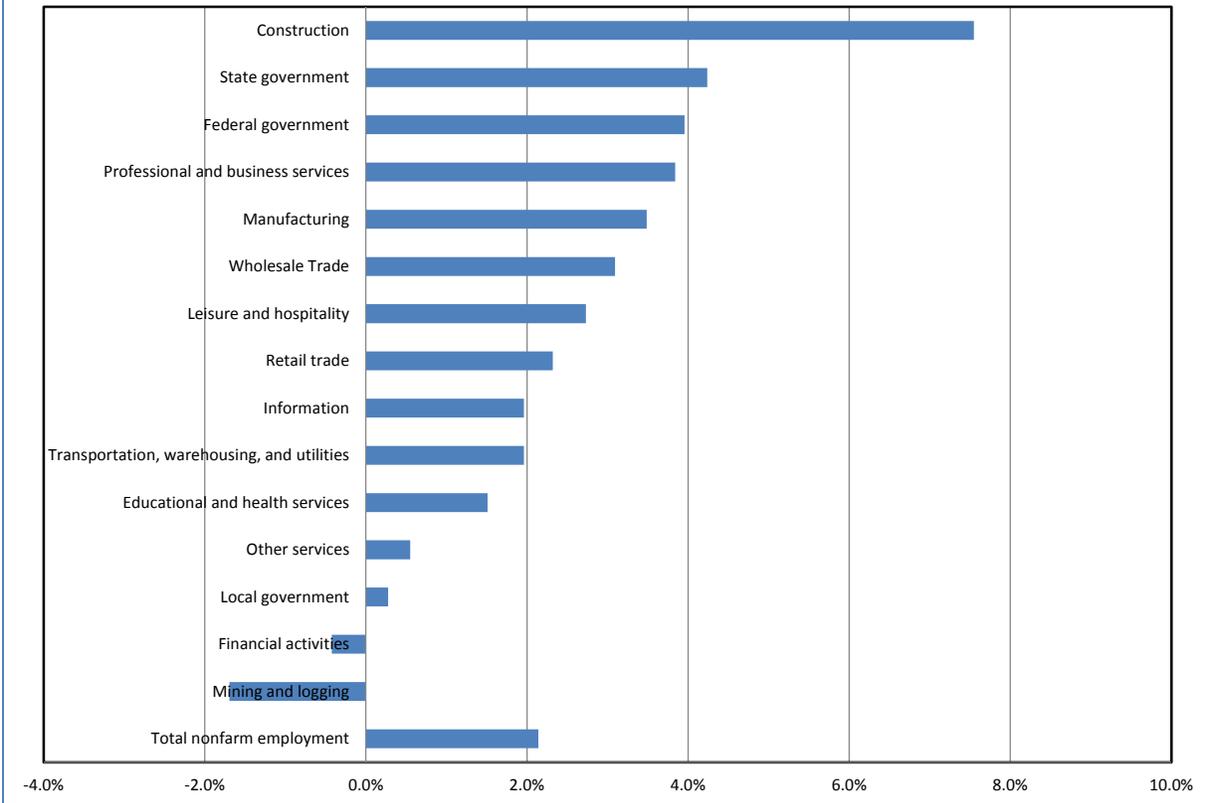
SW Oregon, 2014	Employment Totals	% of Total Employment
Trade, transportation, utilities	11,787	18.7%
Local government	10,394	16.5%
Private education and health services	7,908	12.5%
Manufacturing	6,591	10.4%
Leisure and hospitality	6,563	10.4%
Professional and business services	5,972	9.5%
Natural resources and mining	2,961	4.7%
State government	2,325	3.7%
Other services	2,250	3.6%
Construction	2,097	3.3%
Financial activities	1,949	3.1%
Federal government	1,766	2.8%
Information	516	0.8%
Totals:	63,079	100.0%

Douglas County has the greatest number of jobs in the region. The county generates about 36,000 jobs, or about 56 percent of the Southwestern Oregon total. Coos County had 22,350 payroll jobs in late 2015-34.6 percent of Southwestern Oregon employment. Curry County is home about 6,140 payroll jobs, or just less than 10 percent of the area’s total.

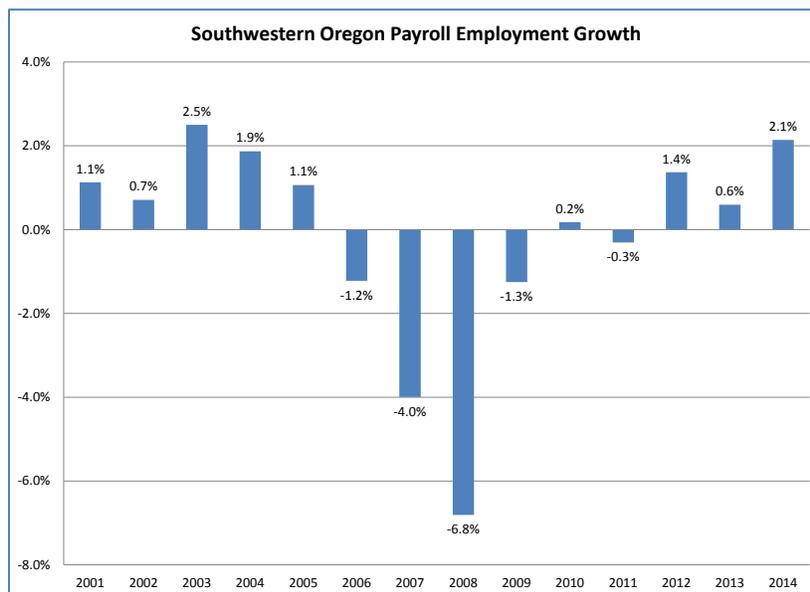
As the region emerges from the Great Recession, major industries adding the most number of jobs over the year were manufacturing (+3.5%) and professional and business (+3.8%) services, both up by 230 jobs, as shown in the chart on the next page.

Retail trade (+2.3%) added 190 jobs and employment rose by 180 in Leisure and Hospitality (+2.7 %) on an annual average basis. Better employment prospects, lower gas prices have boosted travel and consumer spending over the year, which has benefitted trade, hospitality and tourism jobs across the three-county area. Construction was the fastest-growing industry, up by 7.5 percent, or adding 160 jobs since 2014.

Southwestern Oregon 2014-2015 Employment Growth



Overall payroll job growth reached 2.1 percent in 2015, the strongest job growth since before the Great Recession. Other industries are benefitting from national trends. Increased healthcare spending has been helping to increase employment in private households (caregivers), ambulatory health care services, and hospitals. The Southwestern Oregon area gained 120 jobs in private educational and health services, most of these in health care and social assistance from 2014 to 2015(+1.5%) Beverage product manufacturing is expanding as part of a larger trend of more wineries, microbreweries and brewpubs.



County Trends

Over the year, Coos County payroll employment rose by 420 jobs. Transportation, warehousing and utilities, as well as professional and business services both gained 80 jobs over the year. Retail trade (+70), leisure and hospitality (+50) and private educational and health services (+50) also had notable job gains. Employment fell by 40 in mining and logging. Food manufacturing stood 70 jobs below the year-ago figure, mostly as a result of the delayed crab season. Financial activities shed 20 jobs over the year. Government employment was up by 110, mostly due to an increase in Indian tribal employment. One of the industries contributing to Coos County's recent job growth is wood products manufacturing. Historically important to Coos County's settlement, this resource-based industry remains a pillar of the South Coast economy. More recently, wood products manufacturing is experiencing employment resurgence, returning back to a level last seen during the housing boom-era of 2004-2005. Coos County has fared much better than both Curry and Douglas County in regaining higher-wage jobs as well. Coos County regained about 70 percent of higher-wage job lost during the downturn. Many of those are wood products manufacturing where in Coos County those jobs have an annual average wage of \$48,746, exceeding the statewide average of \$45,159.

Over the past 12 months, Curry County total payroll employment fell by 30 jobs, according to preliminary estimates. Professional and business services had the largest decline, slipping by 40 jobs. Construction lost 30 jobs over the year. Health care employment also declined slightly, down by 20 jobs. On the other hand a few sectors gained jobs over the year. Job counts were up in manufacturing (+30), leisure and hospitality (+20), and local government (+20). Other Curry County industries showed little change over the past year.

In Douglas County, over-the-year employment growth occurred in most private-sector industries. The industries contributing the most were manufacturing (+180), professional and business services (+120), and retail trade (+110). The only over-the-year losses in the private sector were in financial activities (-40) and other services (-10).

Government has gained 50 jobs over the year due to gains in federal government (+80), and local education (+130) that were countered by losses in local government tribal (-90) and local government excluding education and tribal (-80).

Employer Needs

Employment in Southwestern Oregon is projected to grow by 11 percent from 2012 to 2022, about 1 percent per year. Most of the growth will be private sector, although government will boost employment by about 1,000 jobs during the decade. Large industries, such as leisure and hospitality and trade, transportation and utilities will add many jobs, even though their growth rate is just moderate. Private educational and health services has higher rates of growth and will also add many workers, the most of any broad category. Construction is expected to have a high rate of growth, but most of this will be simply recovering jobs lost in the Great Recession. Manufacturing is expected to grow slightly faster than average, boosted by faster growth in wood products manufacturing. Professional and business services is expected to grow about average, adding nearly 700 jobs. Retail trade, wholesale trade, and food manufacturing are forecast to have slower growth rates through 2022. The only industry with a net decline in employment is information, down by 30 jobs over those 10 years.

**Industry Employment Projections, 2012-2022
Southwestern Oregon
(Coos, Curry, and Douglas Counties)**

	2012	2022	Change	% Change
Total payroll employment	62,130	68,910	6,780	11%
Total private	47,370	53,130	5,760	12%
Natural resources and mining	2,980	3,410	430	14%
Mining and logging	1,690	1,970	280	17%
Construction	2,090	2,390	300	14%
Manufacturing	6,210	7,210	1,000	16%
Wood product manufacturing	3,820	4,500	680	18%
Food manufacturing	530	560	30	6%
Trade, transportation, and utilities	11,450	12,330	880	8%
Wholesale trade	900	970	70	8%
Retail trade	7,970	8,550	580	7%
Food and beverage stores	1,930	2,070	140	7%
General merchandise stores	2,230	2,430	200	9%
Transportation, warehousing, and utilities	2,580	2,810	230	9%
Information	560	530	-30	-5%
Financial activities	2,520	2,780	260	10%
Professional and business services	5,590	6,270	680	12%
Educational and health services	7,680	8,990	1,310	17%
Leisure and hospitality	6,430	7,200	770	12%
Other services	1,860	2,020	160	9%
Government	14,760	15,780	1,020	7%
Federal government	1,800	1,710	-90	-5%
State government	2,190	2,310	120	5%
Local government	10,770	11,760	990	9%
Indian tribal	1,940	2,170	230	12%
Local education	4,230	4,590	360	9%

Occupational growth includes the growth due to expanding industries, shown in the previous chart. There is also the need to replace workers who leave an occupation. Many of these replacements are due to retirements, or to employees gaining skills and education and switching to a better occupation, leaving their previous jobs unfilled. In fact, there are about two replacement openings for every opening that is being forecast due to industrial growth. Southwestern Oregon employers will face about 20,940 occupational openings from 2012 to 2022.

Unsurprisingly, occupations in the larger industries tend to have the most openings. The most openings will be for retail salespersons. This is also the largest occupation in the region. There are also many openings for workers in occupations common in the leisure and hospitality industry, such as food prep workers, cashiers, waiters and waitresses, heavy and tractor-trailer truck drivers, office clerks, customer services representatives, general and operations managers. These jobs are all in the top 20 occupations. Several of these occupations have a very large number of replacement openings, probably due to people seeking higher-paying occupations, or older workers retiring creating need to replace those workers.

Common public sector occupations are teacher assistants, elementary and post-secondary teachers. Registered nurses, nursing assistants, medical secretaries and personal care aides were the occupations from the healthcare industry with the greatest number of total openings through 2022.

There are a variety of production occupations used in wood manufacturing, or other production-related businesses among the occupations with the most job openings. These include stock and material movers, machine feeders and offbearers, logging equipment operators, and industrial machinery mechanics.

Southwestern Oregon Occupational Employment Forecast, 2012-2022 Coos, Curry and Douglas Counties							
	2012 Employment	2022 Employment	Employment Change	Growth Openings	Replacement Openings	Total Openings	
Retail Salespersons	2,097	2,322	225	225	717	942	
Combined Food Preparation and Serving Workers, Includ	1,509	1,762	253	253	576	829	
Cashiers	1,749	1,822	73	73	756	829	
Registered Nurses	1,433	1,612	179	179	278	457	
Laborers and Freight, Stock, and Material Movers, Hand	1,037	1,165	128	128	321	449	
Truck Drivers, Heavy and Tractor-Trailer	1,406	1,598	192	192	225	417	
Waiters and Waitresses	713	764	51	51	343	394	
Office Clerks, General	1,405	1,470	65	65	296	361	
Janitors and Cleaners, Except Maids and Housekeeping C	1,102	1,229	127	127	208	335	
Nursing Assistants	918	1,054	136	136	175	311	
Customer Service Representatives	776	826	50	50	212	262	
Machine Feeders and Offbearers	711	822	111	111	142	253	
Teacher Assistants	727	792	65	65	165	230	
Personal Care Aides	671	841	170	170	48	218	
Logging Equipment Operators	502	643	141	141	77	218	
Medical Secretaries	571	715	144	144	69	213	
Secondary School Teachers, Except Special and Career/	572	623	51	51	155	206	
General and Operations Managers	689	761	72	72	129	201	
Supervisors and Managers of Retail Sales Workers	631	691	60	60	137	197	
Industrial Machinery Mechanics	301	408	107	107	87	194	

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)]

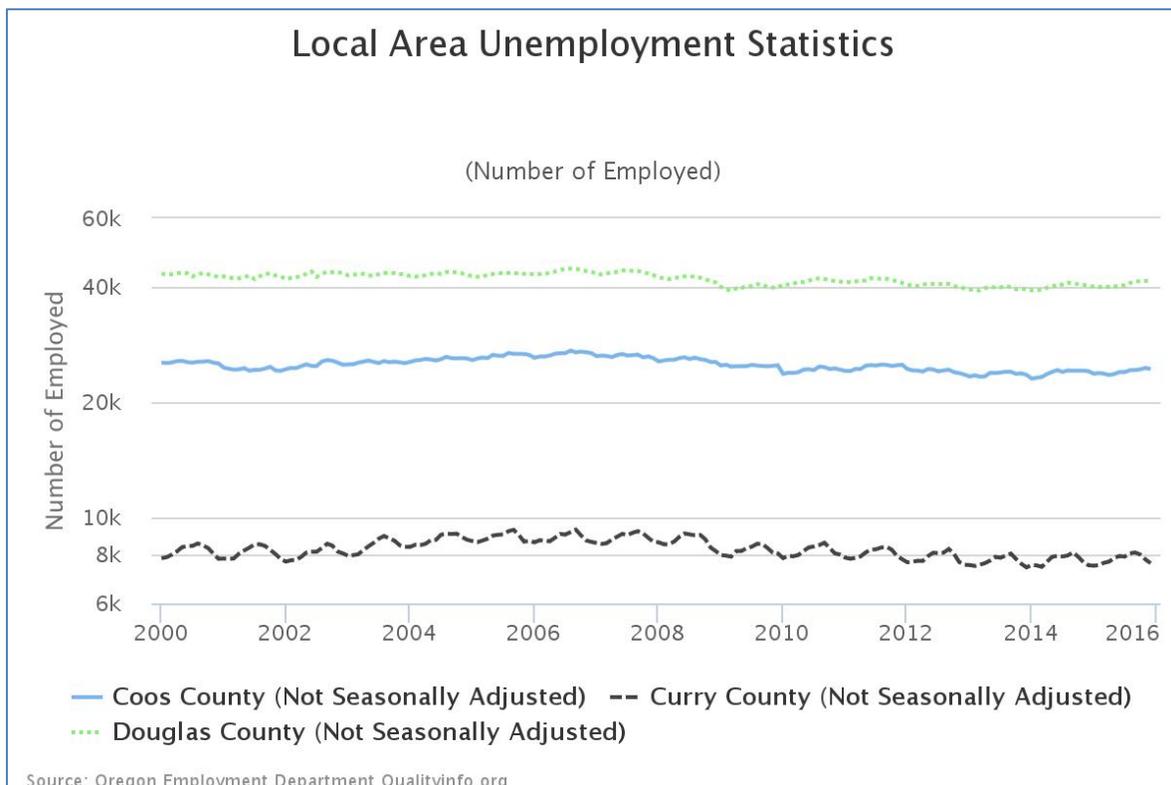
Since many occupational openings are in the leisure and hospitality or retail sales industries, many of the current jobs in Southwestern Oregon don't require extensive education. More than half of estimated openings from 2012 to 2022 need a high school diploma or less. However, many anticipated openings need either non-degree postsecondary training, an associate's degree or a bachelor's degree or higher through 2022 in Southwestern Oregon. These jobs require specific skill matches, not just degrees. The health care industry jobs require specific certifications and on the job experience; and the manufacturing jobs typically require apprenticeships and experience with very specific skills.

All of the jobs have common skill requirements, such as using basic mathematics, attitude, personality, and ability to work as a team member, provide customer service and follow safety procedures.

Occupational Openings by Educational Need Southwestern Oregon, 2012-2022	
Education	Total Openings
High school diploma or equivalent	7,736
Less than high school	7,459
Postsecondary training (non-degree)	2,152
Bachelor's degree	2,049
Associate's degree	843
Master's degree	365
Doctoral or professional degree	218

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 labor force of Southwestern Oregon is representative of many rural Oregon areas. The labor force in rural areas tends to be older, unemployed more, and has less formal education. The rural counties have higher unemployment rates, and typically are higher the farther they are from Portland.



Curry County has had nearly the highest unemployment rate of all Oregon counties through much of the most recent economic recovery. Recently unemployment has been trending lower and is close to 8.5 percent. Coos and Douglas Counties' unemployment rates are about 7 percent, and still a couple of percentage points above

the statewide average unemployment rate .Statewide, unemployment rates have been declining since the Great Recession, and are essentially back to typical levels.

Total employment in Southwestern Oregon is about 73,100. This figure includes the self-employed, agricultural workers, unpaid workers in their own business, workers on leave, and the usual payroll employees. Total employment fell by about 11,070 (-13.7%) in the 2008 recession. It has climbed back by about 3,300 since then. The contrast between typical unemployment rates and low levels of employment is probably due in large part to people leaving the labor force.

Education Levels

At the total population level, Southwestern Oregon’s workforce seems to have sufficient education for region’s current occupational openings. There will always be mismatches between the labor supply and skills of the workforce, and what employers are seeking in the job market. One of the roles of the local workforce board is to work to reduce these gaps and labor market mismatches.

Educational Attainment for Population 25 and older	Coos County, Oregon	Curry County, Oregon	Douglas County, Oregon	Southwestern Oregon
<i>Source: Census Bureau 2009-2014 ACS 5-yr. ests.</i>				
Total:	Estimate 46,215	Estimate 17,579	Estimate 78,001	141,795
less than 9th grade	2.5%	2.3%	3.2%	2.9%
10th to 12th grade- no diploma	7.6%	6.4%	7.7%	7.5%
High school diploma or GED equiv	32.9%	29.8%	32.3%	32.2%
Some college no degree	28.8%	30.9%	30.9%	30.2%
Associate's degree	8.1%	7.9%	9.0%	8.6%
Bachelor's degree	11.9%	13.8%	10.2%	11.2%
Master's or more	6.9%	8.4%	5.7%	6.4%

Thanks to Umpqua Community College and Southwestern Oregon Community College, the region has a consistent balance of associate degree holders. The situation is a bit tighter for openings needing a bachelor’s degree; 17.6 percent of the population holds that degree, and 13 percent of the expected openings will require one. Thirty-seven percent of future occupational openings will need a high school diploma, and all but 10 percent of the population has a high school diploma.

Skills

There are no broad surveys of all current workers, or those who are able and seeking work. There are no skills-related questions asked on census forms of the general population. However, there are some sources of information that may approximate very broad representations of skills or knowledge of the population. There is little information about the work skills held by adults in Southwestern Oregon, but the National Career Readiness Certificate (NCRC) program offers an optional, self-selected test of basic mathematics, reading, writing, and locating information. It is commonly offered to high school students and people seeking employment services. The certificate shows four levels of ability: platinum (the highest), gold, silver, and bronze (the lowest). Summary data on people who pass the test are available by county, as shown in the table below.

National Career Readiness Certificates Awarded Jan. 2012-January 2016						Percent of Goal Achieved
	Platinum	Gold	Silver	Bronze	Total	
Coos	less than 4	106	217	46	370	54%
Curry	0	26	28	12	66	19%
Douglas	less than 4	320	670	162	1159	100%
SWO	N/A	452	915	220	1595	N/A

The NCRC is part of a program to certify communities as being work ready. This is primarily determined by the level of participation of workers and employers. Douglas County has already met its goal and is a certified Work Ready Community.

The region’s community colleges conduct placement testing that offers additional insight into skills held by the population. Umpqua Community College and Southwestern Oregon Community College data will be examined when it is available.

Another skills assessment summary is available at the national, but not local, level. The Organization for Economic Co-operation and Development (OECD) conducted a 2013 survey of adults skills needed for the 21st century and published *The OECD Skills Outlook*. The United States was one of the countries surveyed. A few highlights from the extensive report included that 16-24 year old adults from the United States had mean literacy scores significantly below the OECD average. Mean numeracy scores for adults ages 16 to 65 were also significantly below average. And finally, adults ages 16 to 65 in the United States had mean scores in problem solving in technology-rich environments that were significantly below average.

Barriers to Employment

Barriers to employment exist from other factors as well as insufficient education. Most jobs require the ability to speak English. Although most people in Southwestern Oregon do speak English, about 1 percent say they speak it less than very well.

Ability to Speak English. Ages 5 and over, 2010 to 2014			
	Coos	Curry	Douglas
Total	59,598	21,332	101,694
Speak only English	57,090	20,553	97,888
Speak a foreign language at home	2,508	779	3,806
Speak English less than "very well"	765	110	1,050

Having a disability also constitutes a barrier to employment for many people. There are approximately 21,000 people age 18-64 that indicate that they had a disability from 2010 to 2014. About 9 percent of employed workforce had a disability. People with a disability made up 19 percent of the unemployed, and 38 percent of those not in the labor force at all. All told, nearly three-quarters of people age 18-64 with a disability are not employed.

Population Employment Status by Disability Status, Ages 18 to 64, 2000-2014			
	Coos	Curry	Douglas
Total:	36,070	12,155	61,660
In the labor force:	24,682	8,360	42,546
Employed:	21,753	7,234	36,577
With a disability	1,998	691	3,177
No disability	19,755	6,543	33,400
Unemployed:	2,929	1,126	5,969
With a disability	665	190	1,097
No disability	2,264	936	4,872
Not in the labor force:	11,388	3,795	19,114
With a disability	4,844	1,590	6,764
No disability	6,544	2,205	12,350

Source: U.S. Census Bureau

A criminal history is also a barrier to employment for many in Southwestern Oregon. There are apparently no administrative counts or survey estimates of the number of ex-offenders in the region. A national study published by the Center for Economic and Policy Research estimated that in 2008 about one in 33 working age adults was an ex-prisoner, and about one in 15 was an ex-felon. This proportion would imply that about 3,330 ex-prisoners and 7,300 ex-felons live in the three counties.

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)]

Adult and dislocated worker workforce development activities at present include:

- Basic career services, such as such as labor exchange services, labor market information, job listings and information on programs, for all job seekers.
- Individualized services, such as career planning, 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.

These 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. In addition, SOWIB is participating in

a pilot program sponsored by InCite in Salem, through which a small number of individuals receive facilitated training to enhance self-confidence and other job “soft skills”.

At current funding levels, just over 15% of the total number of unemployed individuals in the southwestern Oregon area are expected to receive basic career services annually; a little over a third of those can be expected to enroll in individualized services. A sizable percentage the enrolled will be served with individual training plans and are expected to achieve career advancement. Although training can be provided through different means, most is done at one of the local community colleges.

SOWIB is too new, having had a single employee for only three months as of the production of this plan, to have been able to evaluate the strengths and weaknesses of these services. It is clear that the capacity at present is far below the need, given that only approximately 20% of the unemployed individuals of this area can be served under current contracts.

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)]

For youth and young adults, ages 16 to 24, the focus is to increase direct connections for youth and young adults to the labor market, entry into career pathways, increased education and comprehensive work experience training. This 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. WIOA places particular emphasis on services to out-of-school youth.

Currently, SOWIB contracts with providers who enroll eligible youth and young adults, ages 14-24. They are currently recruited through schools, partner organizations and agencies served by contracted providers who offer:

- 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 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.

Participants are followed up for a period of at least 12 months.

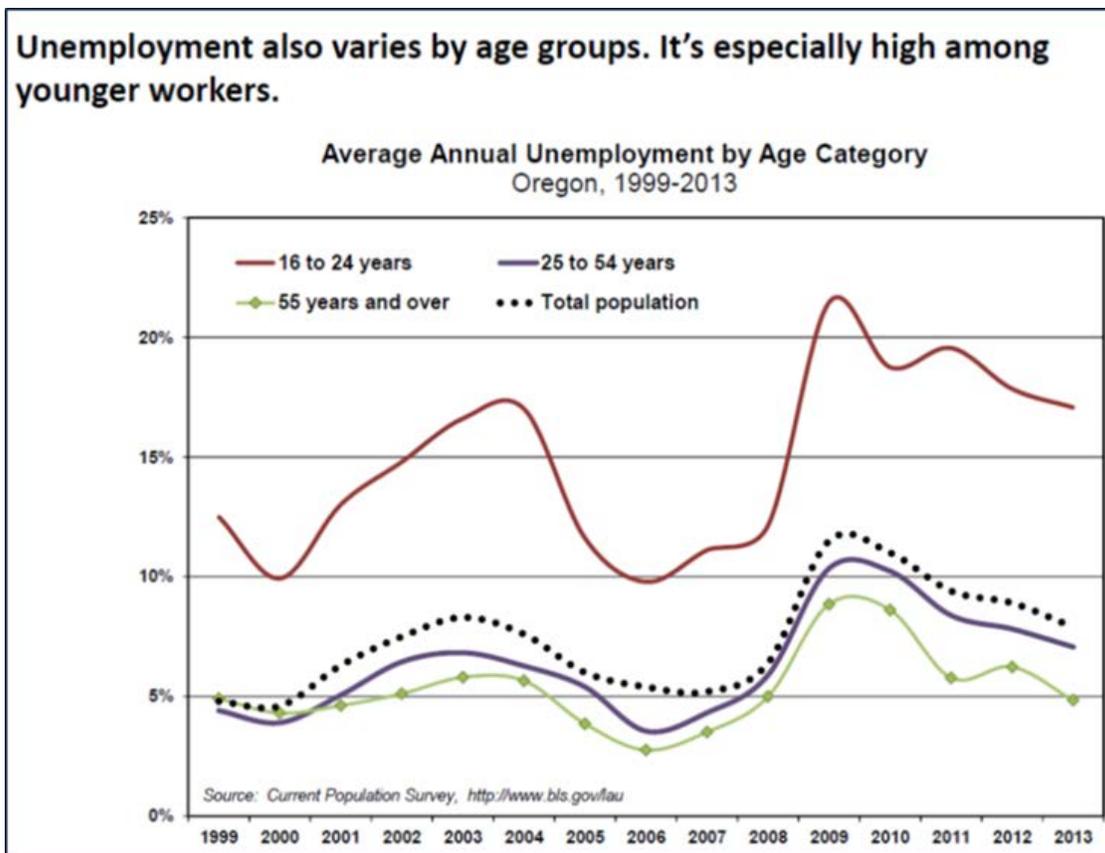
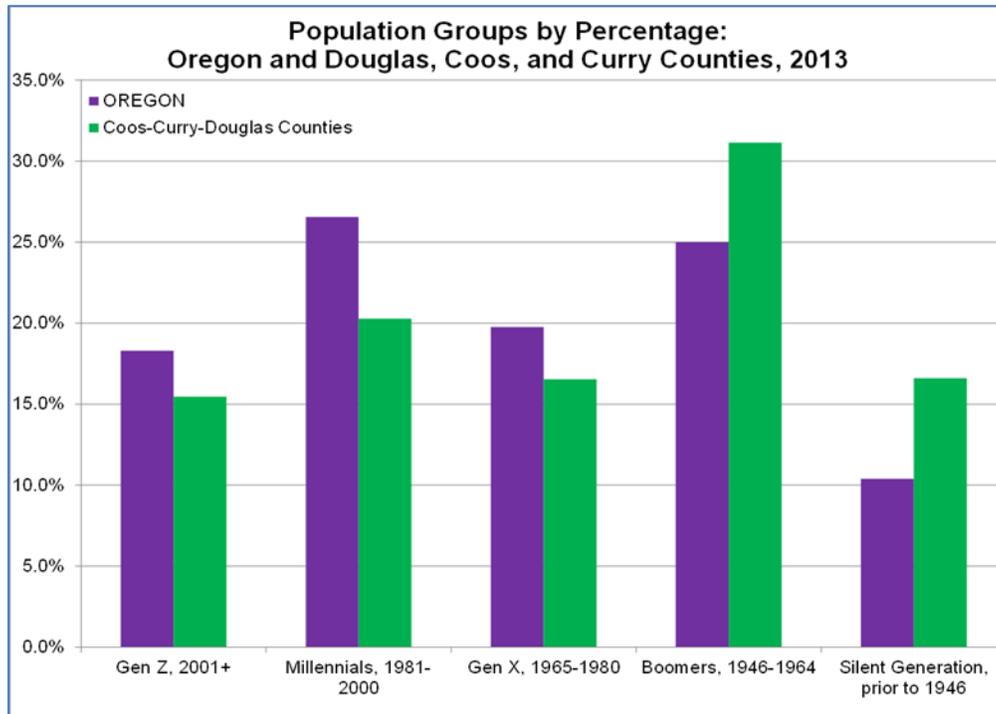
These services will be provided to a significant number of new participants annually, of which at least 75% must be out of school youth. Seventy-five percent of participants are expected to attain a degree or certificate during participation or within three quarters after exit. Fifty percent of basic skills deficient participations will increase at least one EFL prior to their anniversary date. Of the high school drop-outs enrolled, at least 90% are expected to be re-engaged in education.

Among the programs available within the SOWIB area for youth workforce development, are the following:

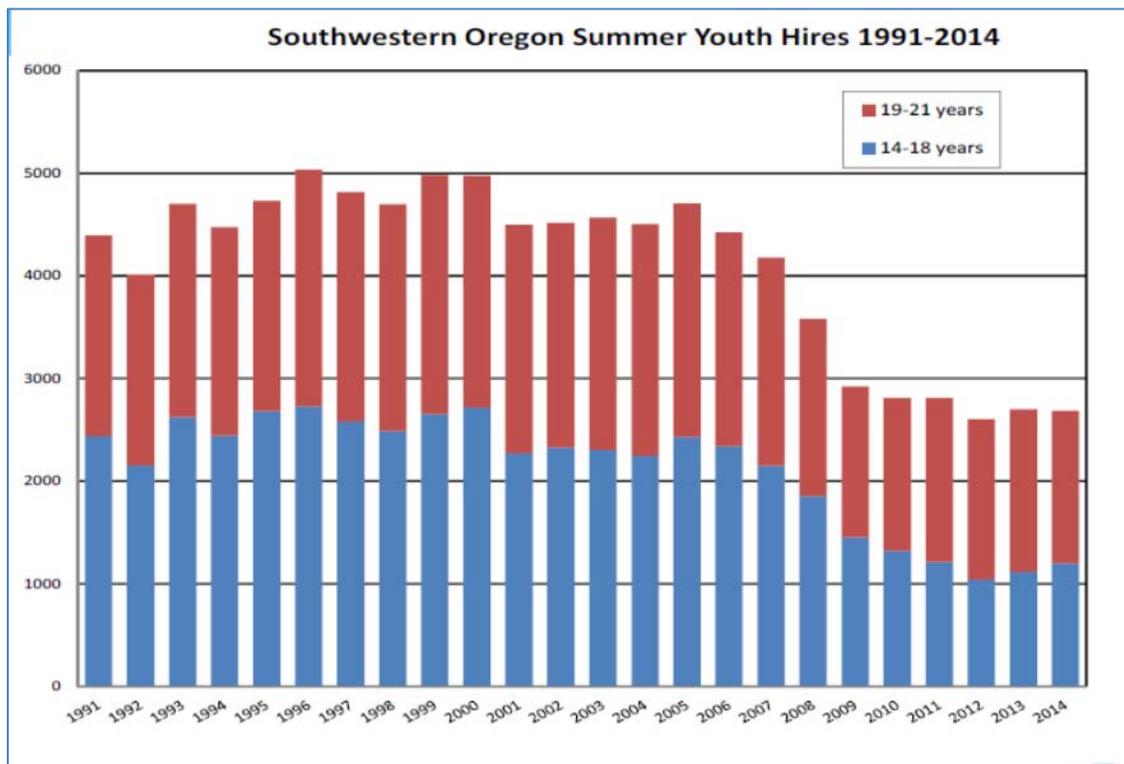
- Douglas County Partners for Student Success (DCPSS), in which Umpqua Training and Employment (UTE) and other partners are working to reduce the drop-out rate of high school students in K-12 services including the Science Technology Engineering, Arts and Math (STEAM) initiative, and out-of-school services for youth and young adults who have not yet not completed high school.
- Southern Oregon Regional Solutions in partnership with South Coast Business Employment Corporation and Umpqua Training & Employment, Inc., providing youth work readiness assessment, National Career Readiness Certificate (NCRC) assessment, career pathway/career exploration coursework, work experience placement and on the job training (OJT).
- 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.
- Oregon Youth Transition Program, providing services to youth beginning during the last two years of high school and continuing into the early transition years after leaving high school.
- 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.
- Oregon 40-40-20 Plan: Oregon Learns, working with business to redefine student outcomes and providing a way to work with and support Oregon policy makers and stakeholders as they shape and implement that vision.
- 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.
- Umpqua Training & Employment in partnership with local businesses and 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 credits applied toward graduation.
- 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.

As shown on the chart on the next page, Millennials and Gen Z population combined are approximately 35% of the population of southwestern Oregon, and the rate of unemployment of youth and young adults is much greater than for adults (who exceed statewide averages of unemployed). Because this unemployment rate is so high, it appears that even with the extensive programming described above, the current level of resources is simply not sufficient to meet the needs of youth of southwestern Oregon. A priority during the first two years of this plan period will be to evaluate these as a system for youth workforce development, identify gaps in services, improvements needed, and recommendations for new programs or enhancements to current

programs that can further employment of youth, along with funding options for them. The emphasis in expenditures from WIOA funding will be on out of school youth, but development of a new cultural expectation for work readiness among youth before graduation from high school will be a long-term goal for which other sources of funds will also be sought.



Even youth summer hires, which have been the traditional way that in-school youth obtain work experience, are reduced from prior levels. SOWIB will seek ways in which additional resources can be obtained to help increase summer hires for youth in the area.



Section 2: Strategic Vision and Goals

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)]

SOWIB’s vision and goals are:

VISION: *A wide range of employment opportunities provide stable, family wage jobs and lifelong education and workforce training opportunities contribute to a strong and diversified economy in Coos, Curry and Douglas Counties.*

GOAL 1: Manage the One-Stop system to optimize understandable, accessible and effective services.

GOAL 2: Develop partnerships with other organizations to leverage funding and generate additional education and training (including on-the-job and apprenticeship) opportunities that support living wage job and career path opportunities.

GOAL 3: Coordinate business sector strategy development with government and private sector partners to address infrastructure and other business needs.

GOAL 4: Work with local business and economic development organizations to develop customized workforce solutions to timely address business needs.

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

A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

See Local Plan References and Resources. <http://www.oregon.gov/ccwd/pages/rap/owib.aspx>

SOWIB’s role in promoting a strong state economy is to fulfill its function coordinating and upgrading workforce development programs to meet local business needs, thereby contributing to the strength of the local share of the state’s economy. SOWIB’s vision emphasizes stable, family wage jobs and lifelong education and training, which are necessary to achieve a strong state economy and prosperity. Its goals reflect the manner in which SOWIB will conduct its role.

2.3 Describe how the board’s vision and goals contributes to each of the OWIB’s goals:

- Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.
- Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.
- Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.
- Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

The OWIB's strategic plan includes a number of strategies under each goal. Local boards are not expected to address how each strategy will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

SOWIB's roles in promoting the adopted OWIB goals are to be an effective part of the customer-centric workforce system as a local service delivery coordinator; to assure that WorkSource One-Stop customers have easy access to services and that services are effective and comply with statewide WorkSource standards; to assure that timely opportunities for local workforce to obtain education, training and good wage jobs are provided; and work with partners to create local sector strategies and career paths.

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

The SOWIB goals focus on achievement of federal accountability to measure percentage of program participants who are in un-subsidized employment and their median earnings during the fourth quarter after exit from the program, and the percentage of program participants who achieve a post-secondary credential and who are achieving measurable skill gains.

Section 3: Local Area Partnerships and Investment Strategies

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 will convene the core partners and other community resources to support the established vision and goals. By allocating roles and responsibilities among the partners, resources will be aligned to avoid replication and optimize use. SOWIB will also work to assure coordination among line workers as well as leadership team members, so that there is a common understanding of intention and performance.

Local Leadership Teams from each county in the Local Workforce Development Area have already been meeting on a regular basis and work toward alignment and coordination has already begun.

One example of a planned alignment strategy is a meeting in March 2016 centered around DHS alignment with the workforce development system, for which SOWIB will be the official conveners. Both State and Local leadership from DHS, OED and CCWD are expected to participate in a discussion regarding expectations for coordination and shared resources among the partners under WIOA.

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)]

There are many partners involved in the local workforce development system. They are represented in various ways. Representatives from each of the Core partners listed in WIOA – Adult Education and Literacy, Wagner-Peyser, and Vocational Rehabilitation – fill required seats on the board. Additional board members represent other community partners and stakeholders, including Economic Development, Higher Education and Labor.

The Local Leadership Teams likewise include members from the Core partners, as well as the Department of Human Services, which administers the TANF program.

As SOWIB continues to coordinate and oversee the maturation of the One-Stop Delivery System, outreach will be done to bring the other required partners into the fold so that access to their services will be available in a more streamlined manner to system participants. Those partners include:

- Career and Technical Education (Perkins)
- Community Services Block Grant
- Indian and Native American Programs
- HUD Employment and Training Programs
- Job Corps
- Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program
- National Farmworker Jobs Program
- Senior Community Service Employment Program
- Trade Adjustment Assistance Programs
- Unemployment Compensation Programs
- YouthBuild

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

All of the partners are involved in development and/or review of the SOWIB goals, strategies and implementation measures. Their roles will be further developed and explained in a detailed action plan that will be developed over the first year of this plan period.

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 is coordinating closely with Oregon Employment Department staff to lead the effort to implement the WorkSource Oregon Operational Standards throughout the area's three WorkSource Centers. Most specifically, the issue of co-locating service delivery has been the focus for the last few months and will continue to be until this can be achieved.

WorkSource staff and contracted service providers have been redesigning work areas in the WorkSource offices to shift to a customer-centric model of service delivery. The next step will be a close review of standards and evaluation of service delivery to determine what standards need further development.

Once the standards are met, the partners in each WorkSource office, including front line staff, will focus on continuous improvement efforts to further enhance the capacity and effectiveness of the WorkSource centers.

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)]

SOWIB will follow the guidance provided by the Community College and Workforce Development in reviewing applications for Adult Education and Literacy Providers. The local area's unified plan will be reviewed in this process to ensure that the applications are aligned with the direction of the workforce board. SOWIB may use a board advisory work group, checklists, or scoring matrices to aid in this process for a timely decision-making process.

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 will continue efforts to support small business development through coordination with and referral to Small Business Development Centers located at Umpqua Community College in Roseburg and Southwestern Oregon Community College in Coos Bay, plus the twice monthly visits of SBA representatives to the Southwestern Oregon Community College campus in Brookings. Individuals identified in career assessments as interested in and with ability to learn small business entrepreneurial skills will be referred to those centers' training and mentoring opportunities.

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 will begin an effort to collaborate with secondary schools in the area during 2016-7 with the intention of developing a work readiness program that can support students' movement to post-secondary education or employment immediately upon graduation. Development of the program during this period means that implementation and measurement of outcomes cannot occur until the second half of this planning period.

In addition, existing training programs in the local area will be reviewed by SOWIB for continued demand and relevance in the local labor market, in consideration of targeted sectors. On-going collaboration and communication among the providers will ensure that training opportunities offered in the area are relevant and graduates are sought after by local employers.

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)]

SOWIB will conduct a review of supportive services during the first half of this plan period with the intention of developing a regular evaluation and response program to be implemented after that point. Transportation has already been identified as a significant barrier. The area is substantially rural, with large distances between urban centers and limited transit availability. Online resources are used and will be examined for expansion, to the extent possible, in the second half of the plan period.

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 will ensure that the groups statutorily identified in WIOA are given priority of service.

More specifically, the primary targeted population in the immediate short term will be adults and youth who are basic skills deficient and need work readiness skill development. Veterans and low-income individuals will also be in the first tier of targeted population. Other more specific targets will be established through the initial industry sector partnership work.

3.10 Based on the analysis described Section 1, identify one to three 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.

Because SOWIB is so new and has had staff for only three months, no sector partnership has been convened yet. However, this is a top priority for the first year of this plan period. SOWIB has selected the health care industry as its first sector partnership to be implemented during the first year of this planning period.

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 will dedicate a significant portion of staff time to coordinating the sector partnership in the first year, assuming responsibility for convening the partnership. Other anticipated local resources include the time and sponsorship of local business champions, assistance from local government, and dedication to application for grant funding when needed to implement sector strategies.

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

- 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**
- Support a local workforce development system described in 3.2 that meets the needs of businesses**
- Better coordinate workforce development programs with economic development partners and programs**
- 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)]

SOWIB intends to utilize a sector partnership grant during 2016 to commence facilitation of engagement of employers in the health care sector. SOWIB will convene employers in this industry to determine common workforce needs and identify possible solutions. Chambers of Commerce and area economic development partners will be asked to support the effort to engage local businesses. The Oregonians for Rural Health, which is already in place, will be a key part of this effort.

The output of this sector strategy will be used to determine which additional programs should be implemented. By 2018, SOWIB expects to also commence a sector partnership strategy in the manufacturing industry.

SOWIB will also work closely with economic development staff in the three-county area to determine ways in which collaboration can enhance the work of both sets of agencies.

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?

Currently SOWIB does not have outside funding to leverage WIOA and state general funds. However, its goal is to partner with other organizations to obtain grants that can support special projects intended to focus on specific strategies, such as youth work readiness and development of local apprenticeship programs. As a new organization, this has not been achievable in SOWIB's first year but will be a primary target of activity in this strategic planning period.

Section 4: Program Design and Evaluation

The local board is not required to complete the questions shaded in gray at this time.

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 will work steadily on coordination with all partners to review how access to employment, training, education and supportive services for eligible individuals can be expanded and additional resources found. Tools such as resource mapping will be used to conduct these reviews and make services more available and accessible. SOWIB is committed to continuous process improvements.

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)]

Both community colleges in the SOWIB area, Umpqua Community College and Southwestern Oregon Community College, have developed Career Pathway programs for their students upon which future career pathways activities coordinated by SOWIB can be built or modeled. In contracts with service providers, there will be an emphasis on the development of and placement into individual career pathways for participants that leverage resources with the programs already in existence at the community college level. Opportunities for

SOWIB to work with community college and other partners to expand on those programs will also be explored, and career pathways will be a key focus in conversations with industry representatives and as part of the development of sector strategies going forward.

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)]

Co-enrollment will be emphasized whenever possible. Opportunities to utilize co-enrollment will be explored as SOWIB proceeds through the strategies identified in answers to questions above.

4.4 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the Oregon Workforce Investment Board. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards to assess one-stop centers, guidance on one-stop center infrastructure funds, and roles and contributions of one-stop partners. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

N/A

4.5 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 will receive an annual report in demonstrating the workforce system results. This annual report will contain major highlights of accomplishments, contractor and systemic results, funding secured and new programs created. SOWIB may choose to create dedicated work groups to evaluate the effectiveness of certain programs or services and will work closely with the state to coordinate information regarding the effectiveness of the training providers on the Eligible Training Provider list. Continuous improvement efforts will be monitored as part of SOWIB's standard one-stop certification process.

A. 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 workforce board intends to convene partners for the discussion in the Winter and Spring of 2016. For previous years, a jointly signed Resource Sharing Agreement was articulated.

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)]

A high priority, use of technology to enhance access to workforce development services and training will be considered in process improvement efforts. Application to rural residents and those with disabilities will be further prioritized.

Additionally, SOWIB will explore the possibility of delivering services to areas not in close proximity to its county's WorkSource office, including working with libraries and other community centers to establish potential satellite outposts.

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)]

Partners delivering services within the one-stop delivery system are currently in the process of identifying new sites or evaluating current sites for one-stop centers where maximum co-location of programs can be achieved. As we do so, ensuring compliance with WIOA section 188 and all ADA requirements is a top priority.

Physical and programmatic access to one-stop services for individuals with disabilities will continue to be monitored closely and will be a key component during the one-stop certification process completed by the SOWIB. Included in that will be an evaluation of referral processes to ensure accessibility of services to individuals with disabilities seeking assistance from partners not physically co-located within the WorkSource Coos/Curry/Douglas offices.

As the SOWIB matures, we will seek to incorporate a council or sub-committee of the board that addresses the needs of targeted populations, including 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)]

SOWIB is awaiting technical assistance from the state regarding a tool for identifying shared costs among required one-stop system partners that can be utilized to develop resource sharing agreements, which will be included as an attachment to the memorandums of understanding (MOUs) signed by partners.

At the time the tool is received, SOWIB will convene the partners to engage in discussion regarding the MOUs and resource sharing tools, as well as each entity's contribution to the system. Until then, the MOUs and resource sharing agreements previously implemented will remain in place.

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)]

WorkSource Oregon uses a technology enabled enrollment system. Through the state-developed WorkSource Oregon Management System (WOMIS), eligibility for various programs can be determined. This information is then auto-populated in I-Trac. The I-Trac system documents and verifies eligibility for WIOA funding streams and discretionary grants. One-stop partners are able to access both WOMIS and I-Trac to effectively serve individuals.

4.6 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 conduct procurement and will contract with selected service providers in a way that ensures that the contractual budgeted amounts will meet this minimum expenditure requirement.

4.7 Describe the process and criteria for issuing individual training accounts. [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. An ITA will be allocated in alignment with the SOWIB's sector strategy. ITAs maximum amount will be determined based on available funding and will be decided by the contractor.

4.8 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)]

Customer choice is involved through the consultation between provider and customer regarding the customer's assessment of skills and readiness, selection of career path, and the options available for training.

4.9 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)]

The providers are obligated by contract to refer to training for 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 does not always represent an in-demand occupation, but it meets the need of the small private employers of this area and wages provided must meet the need for self-sufficiency for the participant.

4.10 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)]

A company who may be closing or laying off workers and/or the labor union who represents the affected workers will contact the local service provider in the area. The service provider will then notify the Rapid Response Team and the team will work with the employer to schedule a meeting with the employees to assess the situation and provide options. Once the assessment is complete, a request for Rapid Response Funds as well as a complete budget will be submitted to SOWIB for approval. Upon approval, SOWIB will determine any cost that it may incur and will include it in the budget. Once that process is complete, the revised budget with the narrative will be sent to the state for final approval and payment will be made by the state.

Rapid Response Team members would include:

- Service provider dislocated worker liaison
- Oregon Employment Department representatives, including veteran representation
- State Labor Liaison
- Local community college representation

Services offered to dislocated workers include:

- 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 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 system 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 the needs of their workers that could include nights and

weekends. However, for affected workers unable to attend one of the on-site sessions, services are available at WorkSource Oregon Employment Department offices and/or contract providers.

Section 5: Compliance

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 providers are the South Coast Business Development Corporation (SCBEC) for Coos and Curry Counties and Umpqua Training & Employment (UT&E) for Douglas County. Each provider holds the contracts for WIOA Title I Adult, Dislocated Worker and Youth services for their respective counties.

For Program Year 2016 (PY16), contracts will be competitively bid out using a Request for Proposals (RFP) process. An ad hoc committee of SOWIB board members will be formed to review proposals and make recommendations to the full board, who will then select the winning bidder. Only board members free from any potential conflicts of interest will be eligible to serve on the RFP review team.

Criteria to review the RFPs will be developed by the board and will take into account the proposer's administrative capacity for administering WIOA funds, past performance serving target populations identified by WIOA and the board, and the level to which the proposer plans to use funds for direct participant services.

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

See Attachment A.

5.3 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.

5.4 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, Section 3.A.

5.5 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.

To be added

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

Lisa Crockett, Administrative Assistant
SOWIB
990 S 2nd St
Coos Bay, OR 97420
541-751-8523

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

Southwestern Oregon Workforce Investment Board (SOWIB) has been designated by the local chief elected officials as the grant recipient and fiscal agent for the Southwestern Oregon Workforce area. Please see the Agreement included as Attachment C.

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

SOWIB will propose performance targets when more information is available from the Department of Labor and CCWD regarding how WIOA performance will be calculated.

5.9 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)]

SOWIB will propose performance targets when more information is available from the Department of Labor and CCWD regarding how WIOA performance will be calculated.

5.10 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)]

SOWIB will respond to this question when more information is provided from the state. Locally, these entities will be included in conversations related to infrastructure and resource sharing agreements in the Spring 2016.

5.11 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)]

In January 2016, prior to preparation of the draft plan, the community was invited to attend public meetings. One meeting was held in each of the three counties comprising the SOWIB Local Workforce Development Area. Press releases were sent to local newspapers to advertise the meetings, the list of interested parties was notified, and SOWIB members distributed the information to their various interested party lists and posted fliers in their communities. These meetings were used to obtain community input about which industry sector to prioritize and information about what the communities saw as their respective problems with employment.

After the SOWIB Board reviewed this draft, it was circulated among those who requested being on the mailing list (including all who participated in the meetings referenced above), posted on the SOWIB web site, and press releases were sent to local newspapers to let the community know of the 30-day review and comment period. The plan was advertised via legal notices for a minimum of three days each, in newspapers of each of the counties included in the SOWIB area.

All comments received have been considered and incorporated where possible and appropriate.

5.12 State any concerns the board has with ensuring the compliance components listed below are in place prior to July 1, 2016. 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, 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**

SOWIB has adopted policies and/or agreements compliant with most of these requirements but may need to adopt several additional policies within the next month or two.

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

State of Concurrence

Partner Statement of Agreement

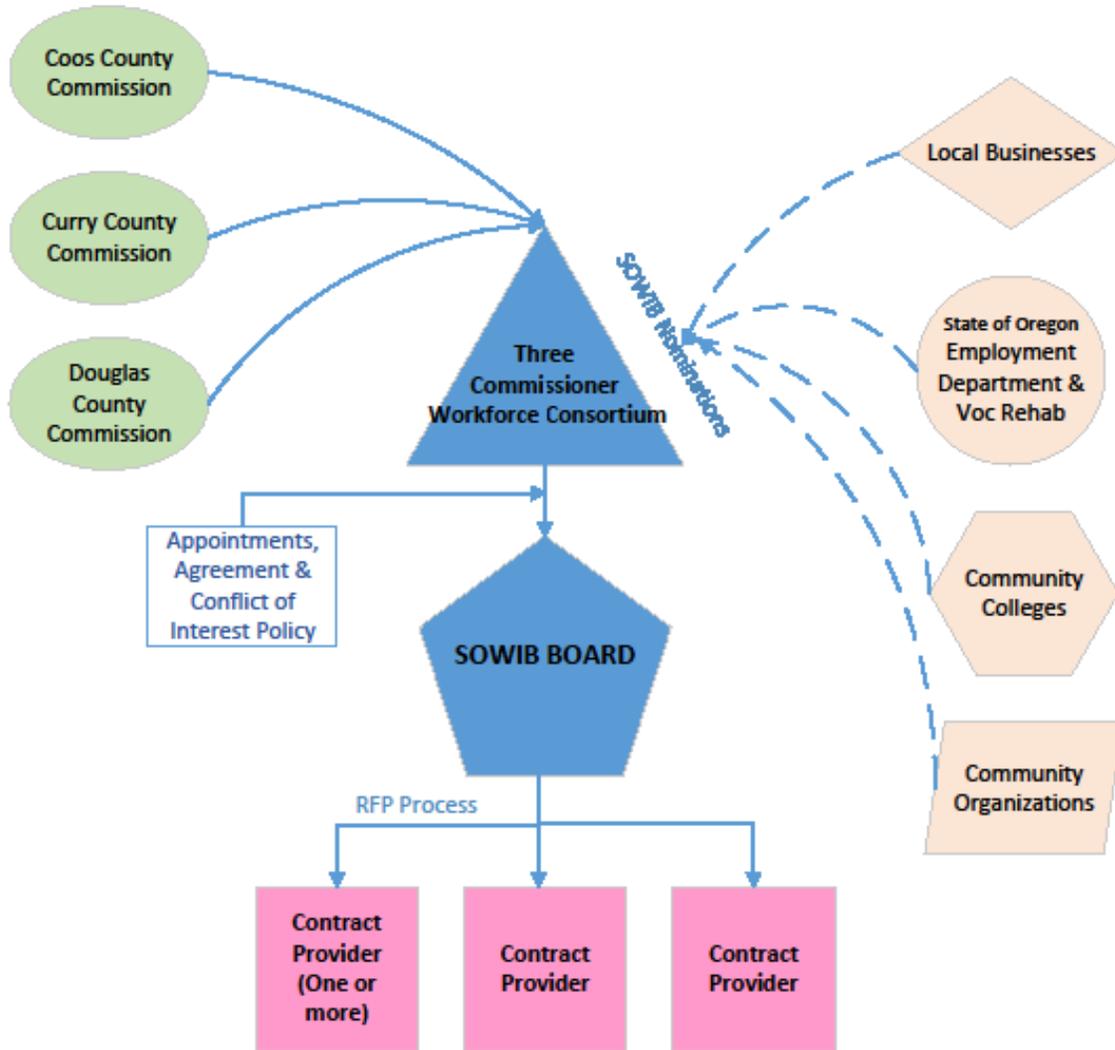
Assurances

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

N/A

ATTACHMENT A

SOUTHWESTERN OREGON WORKFORCE DEVELOPMENT STRUCTURE



**SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD ROSTER
November 2015**

Business

Joe Benetti
Owner, Benneti's Italian
Restaurant
260 S Broadway
Coos Bay, OR 97420
Joe@benettis.com
541-297-6066

Jon McAmis
HR Director
Roseburg Forest Products
P.O. Box 1088
Roseburg, OR 97470
JonM@rfpco.com
541- 679-2703

Georgia Nowlin
Owner, Brandy Peak Distillery
PO Box 4204
Brookings, OR 97415
distiller@brandypeak.com
541-469-0194

Dena Miles
Corporate Director, Human Resources
Coquille Economic Development
Company3201 Fremont
North Bend, OR 97459
DMiles@themillcasino.com
541-217-2290

Kelly Morgan
President & CEO
Mercy Medical Center
2700 Stewart Parkway
Roseburg OR 97470
kellymorgan@chiwest.com
541-677-2466

Travis Pritchett
Plant Manager
Con-Vey
P.O. Box 1399
526 NE Chestnut St.
Roseburg, OR 97470
travis.pritchett@con-vey.com
541-672-5506

Workforce

Robert Westerman
3427 Ash St.
North Bend, OR 97459
ibew932@frontier.com
541-756-3907

Megan Lake
3427 Ash St
North Bend OR 97459
mlake@uicw555.org
541-756-0579

Jeff McGillivray
2861 Pierce Parkway
Springfield, OR 97477
541-521-1400
jeffm@ua290.org

Mike Lehman
Executive Director
Oregon Coast Community Action
1855 Thomas Avenue
Coos Bay, OR 97420
mlehman@orcca.us
541-435-7773

Business, Cont'd

Connie Stopher
Executive Director
South Coast Dev. Council, Inc.
50 Central Avenue, Ste. A
Coos Bay, OR
connie@sdcinc.org
541-266-9753

Two Vacancies (Business)**Education**

Jesse Morrow
Dean of Career and Technical Education
Umpqua Community College
1140 Umpqua College Rd.
PO Box 967
Roseburg, OR 97470-0226
Jesse.Morrow@umpqua.edu
541-440-4713

Patty Scott
President
Southwestern OR Community College
1988 Newmark Avenue
Coos Bay, OR 97420
pscott@socc.edu
541-888-7400

Economic Dev., Voc. Rehab. & OED

Alex Campbell
Executive Director
The Partnership for Economic Dev. In
Douglas County
522 SE Washington Ave., Ste. 107
Roseburg, Oregon 97407
alex@uedpartnership.org
541- 492-2820

Amy Kincaid
Branch Manager, Coos & Curry Counties
State of Oregon, Dept. of Voc Rehab
2020 NW Newcastle St.
Roseburg, OR 97471
Amy.Kincaid@state.or.us
541-440-3371

Debbie Sargent
WorkSource OED
2075 Sheridan Ave.
North Bend, OR 97459
(541) 751-8501
Debbie.K.Sargent@Oregon.gov

**WORKFORCE AREA GOVERNANCE AGREEMENT
BETWEEN THE
SOUTHWESTERN OREGON WORKFORCE INVESTMENT BOARD
AND THE COOS, CURRY, DOUGLAS CONSORTIUM**

1. PARTIES

This Agreement is between the Southwestern Oregon Workforce Investment Board (the “Workforce Board”) and the Coos, Curry, Douglas Consortium (the “Consortium”), hereinafter collectively referred to as the “parties.”

2. WORKFORCE BOARD RESPONSIBILITIES

The Workforce Board shall:

- A. Develop the Coos, Curry, Douglas workforce area’s strategic workforce plan;
- B. Appoint committees or work groups to oversee work necessary to accomplish each goal in the strategic workforce plan;
- C. Establish standards for and oversee the Coos, Curry, Douglas workforce system, subject to the terms of a Memorandum of Understanding (“MOU”) executed with partner agencies;
- D. Perform duties as required by the Workforce Innovation and Opportunity Act of 2014 (“WIOA”), the State of Oregon, Federal and State grant agreements, other applicable Federal, State and local laws, rules and agreements and this Governance Agreement;
- E. Serve as the Board of Directors of a nonprofit Oregon corporation, which shall be the grant recipient and administrative entity for the Coos, Curry, Douglas workforce area;
- F. Adopt bylaws, which shall be consistent with this agreement;
- G. Inform the Consortium on a regular basis of progress in achieving strategic goals and objectives and deliver an annual report on activities during the preceding year;
- H. With the consent of the Consortium, hire and evaluate the Coos, Curry, Douglas workforce area’s Executive Director.
- I. Develop and oversee the Coos, Curry, Douglas workforce area’s annual budget and expenditures;
- J. Adopt policies, procedures, including but not limited to accounting and monitoring systems, necessary to ensure accountability and compliance with Federal, State and local laws, rules, grant terms and agreements;
- K. Solicit and accept public and private funds and enter into agreements with public or private organizations to carry out its functions;
- L. Maintain strong linkages with local governments and economic development agencies;
- M. Procure and award workforce area contracts, make purchases and enter into leases as authorized by the budget;
- N. Establish and maintain a system for accurately tracking customers, services and accomplishments;

- O. Maintain a system to hear and resolve grievances and complaints brought by customers and other interested parties;
- P. Provide for independent comprehensive financial and compliance audits of all funds and accounts as required by grant agreements and by the Comptroller General of the United States. Audit costs shall be the responsibility of the Workforce Board. Copies of audit and monitoring reports shall be promptly furnished to the Consortium
- Q. Comply with all applicable Federal, State and local laws, rules, policies and procedures. In the event liability for Workforce Board expenditures or operations occurs, the following priorities shall apply:
 - i. First Priority: The Workforce Board shall attempt to recover funds from the contractor, agent for third party causing the liability;
 - ii. Second Priority: The Workforce Board shall attempt to recover funds from an insurance carrier or bond issuer;
 - iii. Third Priority: The Workforce Board shall attempt to obtain a waiver of liability or offset liability against current or future grant revenues;
 - iv. Fourth Priority: The Workforce Board shall repay the liability from its unrestricted funds;
 - v. Fifth and Final Priority: As a last resort and only to the extent required by WIOA and permitted by Oregon statutes and the Consortium Agreement, Coos, Curry and Douglas Counties Counties, shall cover unmet liabilities to the State and Federal governments.

3. CONSORTIUM AND CHIEF LOCAL ELECTED OFFICIAL RESPONSIBILITIES

- A. The Consortium shall appoint Workforce Board members in accordance with WIOA, State policies, Consortium bylaws and the Consortium Agreement.
- B. The Consortium shall review and approve the Coos, Curry, Douglas workforce area’s strategic workforce plan and annual budget, including major modifications.
- C. The Consortium shall perform oversight and other responsibilities assigned to local elected officials pursuant to WIOA, State policies and the Consortium Agreement.

4. CODE OF CONDUCT: The Workforce Board and Consortium shall mutually agree upon and adopt a Code of Conduct covering all Coos, Curry, Douglas workforce area activities and expenditures.

5. DISPUTE RESOLUTION: If a dispute arises between the Workforce Board and Consortium, each board shall select two members to meet and attempt to resolve the dispute. The meeting shall be chaired by a neutral party who shall be a hearing officer employed and selected by the Oregon Employment Department. The Chair may make a motion and call for a vote if a mutually agreed upon resolution cannot be reached and shall, in the case of a deadlock, cast the deciding vote. The decision shall be binding upon the Workforce Board and Consortium.

6. REBRANDING

The Workforce Board and the Consortium may elect to “rebrand” by changing either or both of their names. Any such change shall not invalidate this agreement and shall merely serve to substitute the new name(s) for the name(s) contained in this Agreement

7. DURATION

This Agreement shall take effect when authorized by the Consortium and and the Workforce Board. Either party may withdraw from this Agreement by giving advance written termination notice on or before December 31st. Termination shall be effective at midnight of the following June 30th, the end of the workforce program year.

The parties agree to each of the terms of this Agreement by signing below.

Consortium Chair: _____ Date: _____

Workforce Board Chair: _____ Date: _____

Adopted 4/24/2015