

Oregon Workforce Region 2
The City of Portland, Multnomah and Washington
Counties

Local Workforce Area
Two-Year Plan

For Title I of the Workforce Investment Act of 1998
and Wagner Peyser Act
July 1, 2007 to June 30, 2009

Part 1

Worksystems, Inc.
111 SW 5th Ave., Suite 1150
Portland, OR 97204
503.478.7300
503.478.7302 (fax)
localplan@worksystems.org
www.worksystems.org



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TIMELINE

July - August 2006	Convene Plan Workgroup (representatives from CCWD Title I-B, Title II, Employment Dept., DHS TANF and OVRs, OWIB) to develop and finalize Oregon Planning Guide
September 1, 2006	Planning Guide disseminated by September 1, 2006
September - Dec 2006	Local Workforce Investment Boards planning process and development of responses to Oregon Planning Guide
April 16, 2007	Due Date for Local Workforce Investment Board submission of Local Area Plan based on Oregon Planning Guide
April 2007	State Level Plan Review (review team comprised of agency representatives and Plan presented by local area representative/s)
May, 2007	Local Area Plans approved with recommendation to Local Board to adopt or Plan returned to local area with recommendation/s for change/s
May, 2007	Local Area Plans approved with recommendation to Local Board to adopt or Plan returned to local area with recommendation/s for change/s
May, 2007	Final review of Local Area plans not originally approved. Plans approved with recommendation to Local Board to adopt
June, 2007	Local and State Signature Process

Please keep in mind that the timing and contents of the Federal WIA Planning Process are unknown and could change our timelines as well as additional questions to planning guide.

**Region 2 LOCAL WORKFORCE UNIFIED PLAN
(July 1, 2007 - June 30, 2009)**

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LOCAL WORKFORCE PLAN - Part 1

A. VISION (20 CFR 661.345)

1) Describe your vision for your local workforce system.

The vision of the workforce system in Region 2 is to serve business by developing qualified employees and giving current and future workers the skills and support necessary to successfully engage and succeed in the labor market. The Workforce Investment Board supports this vision by bringing together local elected officials, private sector leaders, public agencies, education, labor and community-based organizations to focus on regional workforce development and related community issues. The Board's mission is to build a workforce system that is flexible, responsive, customer-focused and locally managed. The organizational values essential to the growth and vitality of this system include:

- Building partnerships that link skill development efforts to the short- and long-term needs of the regional economy
- Creating a skilled workforce that improves business and individual competitiveness, earning capacity, income and assets
- Pursuing alignment, evaluation and improvement of programs and initiatives
- Achieving high standards of accountability to the community

The following information describes the process and activities undertaken to establish and achieve our vision and position our community for success in the 21st Century economy.

- a) How does it build upon and integrate the OWIB strategic Plan, "Winning in the Global Market" and the strategic goals.

The Local Workforce Board for the City of Portland, Multnomah and Washington Counties approved in August 2006 their Strategic Plan for 2007-2009. The plan was the result of a six month process that engaged over 100 community members and all of the Board Members. The plan was developed in coordination with the state's strategic plan process, using the same facilitator and ensuring that regional goals aligned with state goals. The result is a plan that mirrors and supports the state's plan but allows for regional differentiation.

To reach agreement on the strategic plan, the Board completed the following process:

- Engaged the Board in 4 meetings on 12/9/05, 2/10/06, 4/4/06, and 6/9/06.
- Board members participated in two surveys between board meetings with a 60 percent participation rate.
- Community and business members with a stake in workforce issues attended a regional forum on 1/31/06 facilitated by the State of Oregon - 74 participants from Region 2 attended.
- Distributed draft goals to attendees from regional forum for input and posted on WSI web site for one month. Distributed emails widely to let interested parties know that the goals were available for public comment.
- Held four meetings with 10-20 attendees each around the five goals to develop strategies in support of the strategic plan.
- Aligned with Portland Business Alliance's Regional Business Plan, the state's strategic plan, and incorporated other plans with regional workforce agendas.

- In all, 117 people participated in the planning process - 30 Private Sector representatives, 15 K-12 and post-secondary representatives, 4 Organized Labor representatives, and 68 Public and Non-Profit representatives

Over the course of the Board Meetings dedicated to strategic planning the Board established a definition of the workforce system, completed a SWOT, defined the system building needs and the external and internal drivers on the system. The final plan reflects the Board's commitment to the development of a skilled workforce that supports regional business competitiveness, and defines the workforce system as serving business by developing qualified employees and giving current and future workers the skills and support necessary to successfully engage and succeed in the labor market.

The plan's five goals set the stage for advocacy and engagement that will aid in the preparation and training of a skilled, local workforce. The Board's blend of public and private members will align their efforts around the achievement of these goals and engage the wider community to ensure the plan's success.

To be competitive in today's technology-driven economy, employers need ready access to workers with the knowledge and skills that help businesses succeed. In June (2006), the region's year-over-year job growth was 2.3 percent, second only to the Bend metro area and 17th fastest among the nation's largest metropolitan areas. But the demand for skilled workers is outpacing supply. If Multnomah and Washington counties will need 270,900 workers to fill openings created by economic growth and retirements by the year 2014, can we meet the challenge?

Our region needs competitive companies, productive people and innovative ideas if we want stable, high-paying jobs. We must build on past successes to evolve the education and training system to help businesses grow and workers succeed. This will require a shared vision, hard decisions, strategic coordination, and smart investments. Our plan is designed to:

1. Maximize and align workforce resources and services for the economic vitality of the community.

Outcomes

- a) Efficient and effective use of all system resources
- b) A seamless regional workforce system with a clear point of contact for businesses, workers, job seekers, partners, and youth
- c) Increased number of providers engaged as stakeholders to system
- d) Measures in place to determine system success and consistent quality of services

2. Produce a skilled workforce that supports regional business competitiveness.

Outcomes

- a) Employers have confidence in work readiness of candidates referred from the public workforce system determined by increased usage of system
- b) Region's residents are prepared for and hired in high demand/high growth/family wage occupations
- c) Education and training system delivers skill training that meets local labor market demands and the skills and ability of each worker
- d) Employers guide the design and delivery of workforce services

3. Ensure that youth and the emergent workforce have the academic and core competencies required by employers.

Outcomes

- a) An increase in the number of youth entering post-secondary education or occupational training leading to a degree or occupational certificate
 - b) An increase in the number of high school freshman who graduate with a high school diploma
 - c) An increase in the number of youth (ages 18-21) obtaining jobs that pay at least \$11.00/hour (subject to change depending on OED data).
 - d) Employers participate in the design and delivery of workforce services
4. Establish the Workforce Investment Board as a clearinghouse for workforce policy and system information.

Outcomes

- a) Qualitative and quantitative research and analysis, including identification of best practices, is available to workforce stakeholders to serve as the basis for evaluation, innovation, and system change.
5. Lead an effective employment and training system.

Outcomes

- a) Awareness of system services and recognition of the value of those services is increased
- b) WIB supports policies that promote life-long learning, self-sufficiency, living wage jobs, and business competitiveness
- c) Increase in the number of businesses that select region for expansion based on the quality of the workforce and strength of the workforce system
- d) Public officials and other key policy makers are informed about specific workforce needs of job seekers and employers and engage WIB in policy-making discussions

To achieve the strategic plan goals, the Workforce Investment Board for the City of Portland, Multnomah and Washington counties has established committees each accountable to one of the plan goals. By working with the broader community, the Board is mobilizing key stakeholders, setting timelines and deliverables. Worksystems, Inc. staffs each of these committees and tracks progress on their web site -

www.worksystems.org/WIB/strategicPlanning.aspx - and through quarterly reports to the full Board. To date these committees have pursued the following strategies:

- Developing a resource map of all public workforce resources in Region 2;
 - Identifying all regional workforce and economic development data, analysis, and best practices and make that information more readily accessible;
 - Analyzing the factors that make our region globally competitive; and
 - Enhancing the Board's engagement with state, local, and federal elected representatives.
- 2) Identify the roles and responsibilities of the workforce partners and how they were determined.

The mission of the WIB is to create a workforce system that anticipates, addresses, and exceeds the workforce needs of our community. To begin the strategic planning process, the Board adopted the following definition of “system”, identified the system’s purpose, and the partner’s roles and responsibilities within that system.

For the Region 2 Workforce Investment Board, its partners and strategic planning process, the regional workforce system includes:

- Public sector education and training (K-adult)
- Nonprofit providers
- Private, for-profit education and training providers
- Private sector training (which includes public investments in skills upgrade training, helping to change the culture within firms regarding the need for upgrade training, linking training within firms to bottom line outputs, etc.)
- Labor associations that provide training, including apprenticeship programs
- Economic development and industry associations and partnerships
- Public-private partnerships
- Labor exchange
- Labor market information

The roles and responsibilities of partners within the system include:

- Improve the productivity of workers and the competitiveness of businesses/employers
- Build the skills individuals need to compete successfully for and advance in high quality jobs/careers
- Provide opportunities for life-long learning
- Support workers in managing their careers
- Match skilled workers to businesses/employers

The System Alignment Committee will be expanding on the work done through the strategic planning process. Using an independent consultant, ECONorthwest, this committee is examining all of the publicly funded workforce partners in the system their resources, outcomes, and services. The goals of the project are:

- Improved alignment and management of regional resources
- Inventory of public and private partners involved in workforce development
- Strengthened decision-making
- Forum to address system-wide questions
- Support a move towards performance-based budgets
- Develop a data system to continue to update available resources

The hope is that by producing this foundational work, partners will be able to more clearly see where resources are going in the community. If areas of the system are under or over-funded, partners can look for opportunities to better maximize and align those resources and/or bring additional resources to the region. We expect this committee will provide a regular forum for partners to discuss roles and responsibilities, and alignment of resources.

B. STRATEGIC PLAN (20 CFR 661.345)

- 1) Describe the strategic plan and goals that have been developed by the board in meeting the vision which includes such elements as:
 - a) one-stop delivery system/partnership issues,

The first goal of the strategic plan is to “maximize and align workforce resources and services for the economic vitality of the community.” The committee that is working on the achievement of this goal includes all mandatory partners on the Board as well as all other partners in the community that fund or deliver workforce or related services. This committee is tackling issues that include one-stop delivery but also the delivery of services in institutions and organizations outside of the one-stop system. Chaired by the Chief Elected Official of the Board, City of Portland Commissioner Sam Adams, this committee has completed foundational work that includes the development of a resource map and service matrix. Both are included as Appendix 1 and 2. With that work completed the Committee will now examine what services exist in the community, look for opportunities for expanded partnerships, identify gaps and align resources and services to most effectively serve regional job seekers, workers and employers.

The Board has also strongly supported the Governor’s Goals of integration of partners at the One-Stops and streamlined business services. The Board has focused intensively over the last year on integration of two primary partners within the system - IB resources and Oregon Employment Department resources. The result of that weekly engagement is the co-location of both partners at WorkSource North, integration at WorkSource East, a time-line for integration at remaining sites, a streamlined approach for business to access services through 257-HIRE, and the formation of industry teams to respond to employer needs. It is our belief that the effective alignment of Title IB and OED resources and services represents the backbone of an effective system and our collective success will encourage enhanced engagement of additional community partners, services and resources.

Like a library, we view a WorkSource Center as a true community asset - one that offers universal access to a broad array of information, activities and services provided in a convenient, customer-focused manner. While there is flexibility to customize individual “branches”, services are generally standardized to promote efficiency, consistency, accountability and continuous system development/improvement. These expectations are included in the WorkSource certification standards to be developed by the WIB and will guide our branding and evaluation efforts.

To that end, the Board will continue to push for alignment and integration of partners throughout the system and at the One-Stop point of delivery. The outcomes for Strategic Plan Goal 1 will result in progress on these issues through 2009 and beyond: (1) efficient and effective use of all system resources, (2) a seamless regional workforce system with a clear point of contact for businesses, workers, job seekers, partners, and youth, (3) increased number of providers engaged as stakeholders to system, and (4) measures in place to determine system success and consistent quality of services.

- b) issues relating to gaps in services to employers and job seekers.

Employers

Although the Board has taken a number of concrete steps to enhance the regional workforce system, a number of challenges remain. Regional leaders are justifiably concerned about the preparedness of the emerging workforce. The U.S. Chamber of Commerce recently published an evaluation of educational effectiveness in the 50 states and District of Columbia. Oregon received a grade of F for Postsecondary and Workforce Readiness. Only 7 states have a lower percentage of 9th graders who finish high school in four years and attend college. Only 18 states have a lower percentage of ninth graders graduating from high school in four years with a regular diploma. With research indicating that our youth are lagging most other states in high school graduation and college attendance rates, regional leaders know that many employers, particularly those in high growth high wage industries, will have difficulty recruiting talent. That fact influences business expansion and relocation decisions and, ultimately, regional economic growth.

Lagging educational attainment limits the ability of businesses to find local talent with the skills needed to meet the requirements of a 21st century workforce. Employer members of the Semiconductor Workforce Consortium and the Manufacturing 21 Coalition report difficulty filling many technical positions and, over the years, they have imported talent from other states and foreign countries. Difficulty in recruiting locally increases overall recruiting and personnel costs for companies, increasing pressure to raise prices when global competition is exerting price pressure in the opposite direction. In addition, aggregate skilled labor shortages have the potential to decrease industrial productivity.

But skill shortages are not limited to positions requiring college degrees. In a survey of Portland area employers in 2002, more than 15% had difficulty finding workers with necessary problem solving and critical thinking skills and, overall, one-third reported difficulty finding qualified applicants. These findings were consistent with a 2003 survey of metals manufacturing employers in which respondents indicated that their most pressing need was for experienced workers with adequate literacy, numeracy, and soft skills.

An increasingly significant factor in skill shortages is the aging workforce. Of the 240,000 Oregon job openings projected from 2004 to 2014, roughly two-thirds are replacement openings. Though not all of the replacement needs are due to retirement, that segment continues to grow: 40% of Oregon workers are 45 or older. The same percentage holds for the manufacturing workforce. As boomers retire, industry will have to attract talent for a larger number of replacement openings than they have previously experienced, increasing the need for collaboration with the workforce system in building workforce pipelines.

Job Seekers

Region 2 is fortunate to have a growing, increasingly diverse, relatively younger, and highly educated population. This combination of demographic features is attractive to employers considering expansion or relocation. Notwithstanding the competitive advantages of the region's workforce, there are significant challenges ahead. High school dropout rates for minority groups remain high at a time when minorities represent a growing percentage of our workforce, and the structural changes in the economy have left many workers without the skills needed for today's jobs or able to replace the wages they received prior to the recession.

- **English as a Second Language.** Our economy and our communities have gained strength from growing ethnic and racial diversity. However, many workers born in other countries

have limited English skills that pose communication, training, and team-building challenges for employers and pose a barrier to job seekers when looking for employment.

- **Accommodation and Access.** Job seekers with disabilities, or other barriers to employment, require access and accommodation during job search and/or training and once employed.
- **Educational Attainment.** On average, workers with higher levels of formal education are less likely to be unemployed. National statistics show that those that had not completed high school had an unemployment rate of 8.8 percent. Lack of education is a barrier for many regional job seekers.
- **Wage replacement.** “While jobs are being added across all wage-level categories, jobs in the low-wage industries are growing faster than jobs in average- and high-wage industries.” (OED Analysis) A challenge for many job seekers is finding quality, family wage jobs or jobs that are able to match their pre-recession earnings.
- **Skill Training.** In past recessions there was an even split between job loss that resulted from cyclical changes in the economy and job loss from structural changes. In the 2001 downturn, 79 percent of industries experienced structural shifts. That means that many of the jobs lost during the last recession, may never return to the economy. As a result, job seekers will need to be retooled in the skills required for new and projected occupations. However, skill training takes time and many job seekers find themselves unable to pursue training because they need immediate income.
- **Follow-up.** Many job seekers report that the transition back to work can be difficult. Child care, transportation, and on-the-job conflicts can impact the ability to succeed and stay at a job.
- **Emerging Workforce.** Younger job seekers are often unprepared for the rigors of working. They need to understand the expectations of the workplace and have the necessary skills to succeed.

Workers

Region 2 has a diverse economy and its workers are employed in a range of industries and occupations. Compared to the rest of Oregon, Region 2 employment is more concentrated in the office economy, and less concentrated in service and agricultural, fishing and forestry occupations. The growth of occupations and industries where knowledge, ideas, and information drive business success could create misalignments unless our current and emerging workforces have access to the education and training resources necessary to structure their careers appropriately.

Worker workforce investment needs:

- **Career ladders.** Opportunities for advancement create openings for new workers and increase job retention and job satisfaction.
- **Workplace Accommodations.** Between 1990 and 2000 the number of workers with disabilities increased by 25 percent. An increasing number of workers may require accommodations by their employer in order to succeed on the job.
- **Life Long Learning.** Education and training cannot end at K-12. In order for workers to remain competitive in the knowledge economy they must have access to education and training demanded by regional employers. An OED survey of businesses found that more than half spent more than \$500 annually for training per management worker, compared to about one-third for professional workers, and a little more than one-fifth for all other workers. Workers with little formal education and little access to additional training may find themselves at risk in a down economy.

- **Job retention.** Many workers find themselves post-recession in lower paying jobs. “Churning” is a common occurrence as employees leave one workplace to take a job at another at a higher wage. Businesses report that the number one cause of worker turnover is employees leaving one job for a job at a higher wage.
- **Flexibility.** Flexible work schedules are valued by many employees. A survey by OED found that more than 60 percent of businesses in Region 2 provide flexible work schedules in an effort to reduce employee turnover.
- **Job Security and Compensation.** Workers are looking for sustainable wages that cover essential costs (“family wage jobs”). To compensate for low wages, some workers hold more than one job. In addition, structural changes in the economy have exposed workers to greater job insecurity.

2) What strategies will your area use to achieve your goals? Strategies may address system governance, partnerships, and service gaps as identified above.

A number of strategic issues were raised during the strategic planning process and the final five goals are an attempt to organize our efforts around resolution of those issues. Many of these issues were raised at the regional forum held on 1/31/06 that was facilitated by the state and was held in partnership with Regions 1 and 15. 74 participants from Region 2 attended. Appendix 3 is a summary of the strategic issues raised at the forum.

During the regional forum, the 74 Region 2 participants came up with a lengthy list of strategies to address these strategic issues. They were not asked whether these strategies were for 1, 3, or 5 years so these are a combination of short and long term strategies. Appendix 4 is a list of those strategies. In addition to the strategies developed at the regional forum, four sessions were held with Board Members and interested members of the community to develop strategies in support of each of the five strategic plan goals. At each session a list of strategies was presented (gathered from other state and regional workforce and economic development plans) and then additional strategies brainstormed. Each of the groups ended the meetings by prioritizing strategies. The strategies were then grouped by length of time to achieve. Again the strategies were not sorted into 1, 3 and 5 year increments, but rather into strategies that could be accomplished in 1 year or less, or be achieved (or see progress) within 3 years.

A complete list of the strategies is in Appendix 5 but here is a sample of those discussed:

- Balance the need to support workers and the need to support businesses in the strategic plan
- Develop linkages between programs that serve target populations and programs that serve business
- Define what success means to the system, identify gaps in measuring system success, and develop measurement tools to fill gaps
- Create a tutorial for business on how the system works
- Connect community-based organizations that serve non-native speakers with Vocational English-as-a-Second Language programs
- Increase flexibility in delivery of skill training to accommodate worker, job seeker, and employer needs
- Position WIB as a centralized clearinghouse for information on best practices, career placement and mentorship opportunities

- Increase the number of youth participating in structured career awareness, career exposure, community-based internships/work experience, and career counseling that make youth aware of a variety of career pathways
- Establish a clearinghouse for workforce policies and information
- Establish a community relations committee of the WIB

The complete strategy list was provided to each of the five Board Committees. Each committee reviewed the strategies and identified which strategies they plan to initially pursue. The Committees report on their progress at each quarterly board meeting through a common reporting format. That report is provided on Worksystems web site so that members of the community can track progress toward the achievement of plan goals. The latest Board Progress Report was posted on April 13, 2007. (Appendix 6)

3) How will you further develop the region's education and training to help all workers, including:

- a) emerging workers - See the description of the Youth Program Design Framework in Part 2 Section E.
- b) transitional workers - See the discussion regarding regional WorkSource services and sites as well as description of available services in Part 1 Section E.
- c) current workers - These workers are assisted through the Employer Workforce Training Fund (Appendix 7 is the latest report on usage of these funds), the training fund as described below, and through the services available to transitional workers described in Part 1 Section E.

In addition to the items referenced above, one of the greatest contributions the WIB can make to regional competitiveness, industry, and individual success is to increase access to skill training and increase the number of individuals obtaining certificates or degrees in high growth high demand occupations.

During this planning period the WIB intends to build upon its workforce audit that defines high growth high demand occupations in the region and target its investments to providing skill training to fill those opportunities. The WIB will establish a training fund that supports individual training accounts, customized training and other work-based training opportunities in industries and occupations in high demand in the regional economy.

These resources will be made available to emerging, transitional and current workers who are ready to engage and succeed in occupational specific skill training. Employers may also access these resources by offering opportunity, further training and/or other resources that contribute to the success of both the business and the worker.

Job seekers and workers who need assistance or services to prepare for success in post-secondary or work-based training can receive a broad range of preparatory and/or support services through the regional WorkSource system. These services are more fully described in Part 1 Section E of this document.

4) How will you integrate and support the development of following:

a) career pathways

Since 2002, WSI has made strategic investments of approximately \$1.5 million in the development of Career Pathways curricula, wrap-around services and career internship strategies through contracts with Portland Community College and Mt. Hood Community College. These investments have helped the colleges build nineteen Professional Technical Pathways and eight Vocational English as a Second Language Pathways [go to www.pcc.edu/cp for more information]. Moreover during this same time period, our six adult 1-Stop and thirteen youth contractors have made significant Individual Training Account and Scholarship investments with their WIA funds. This has made it possible for hundreds of customers in our workforce system to take advantage of these short-term training opportunities which prepare them to enter the workforce, but which are also the first step on a career path that can lead to more advanced trainings, credentials and income advancement.

b) workforce consortia

The Board has identified nine sectors as high-growth high demand sectors in our region and works in partnership with economic development and the workforce system to support the growth of those industries. Within Region 2, a number of active workforce consortia exist and the Board through WSI and other mandatory partners is a key partner.

Active Regional Workforce Consortia:

- Software Association of Oregon
- NW Food Processors Association
- Manufacturing 21 Coalition
- SEMI Consortia
- Oregon Bioscience Association
- Tri-County Lodging Association
- Semiconductor Workforce Consortium
- CAWS

For each of these consortia, depending on need, the Board and the workforce system assess the consortia's employment and training needs, bring resources to the table and/or work with the consortia to leverage resources, identify and help recruit partners for the consortia to work with, and support the recruitment of new companies in that industry to the area.

c) target populations that include TANF service delivery

See response included in Section E6.

d) economic development activities

The relationship within the region between economic development and workforce development has never been stronger. Several efforts over the past year will result in even stronger collaboration over the local plan period. Workforce partners and economic development partners together have developed the "Speaker's Bureau", a standard presentation that can be shared with companies looking to expand or relocate to the region. System partners are now being trained on how to deliver the presentation and it is being

customized for target industries. In addition, bi-monthly “Business Development Cross Training Sessions” are held between workforce and economic developers in the region to ensure that all partners can access each other, their skills, and information when meeting with the business community.

Over the next year Oregon Employment Department industry teams will become a critical component of economic development projects as they serve on the front lines with current employers and trainers and have a strong sense of the supply of workers and demand of employers in the region. Already the Oregon Employment Department’s economists and labor analysts provide critical data and analysis for economic development projects. The Board serves as a single point of contact for the economic developers in the region, ensuring the workforce partners are coordinated in their response, available resources are presented, and relevant information at the table. The Board also reviews the workforce system’s response to these efforts and evaluates the effectiveness for continuous improvement.

Each month, workforce development partners assist in 5-10 significant economic development recruitment projects. Of those that decided to relocate or expand in the region, the workforce system provided ongoing support, when needed, to ensure access to needed talent and training.

The Board also is a member of the Regional Economic Development Partners, and the Board provides technical assistance to cities introducing new E-Zone tax programs.

5) Describe how you will engage business and education in solving workforce issues.

As previously discussed business represents the majority on the local Workforce Investment Board and is engaged through direct work with and support of regional business consortia, associations and chambers.

Education is also active on the Board and is represented by the Presidents of Mt. Hood and Portland Community Colleges, and the superintendent of Portland Public Schools. Portland State University and Oregon Health Sciences University are also both active on the Board’s Youth and Research & Evaluation subcommittees.

The region’s community colleges (Mt. Hood Community College and Portland Community College) manage three of the region’s WorkSource Centers and one affiliate site. They also provide the majority of individual and customized training funded by the regional WorkSource system and are the primary providers of preparatory and other intensive services available through the system.

6) How will business and labor drive the policies and actions of the board and providers?

The local Workforce Investment Board is business led. Business representatives on the Board have decision-making authority within their respective organizations and currently represent over 40,000 regional employees and 300,000 employees world-wide. Business members represent a variety of high wage high growth industries within the region, including information technology, semi-conductor, metals manufacturing, healthcare and financial services.

The Workforce Investment Board's new committee structure expands business participation beyond Board members and allows local business representatives to directly engage in policy and strategy implementation. Currently, non-Board business representatives are actively engaged on the Board's Youth, Research & Evaluation and System Alignment subcommittees. It is anticipated that business participation will continue to expand as the new subcommittee structure evolves and matures.

In addition, industry is regularly engaged through a variety of local business associations, including Manufacturing 21, the Semiconductor Consortium, the Oregon Bioscience Association, the Northwest High Performance Workforce Consortia, the Software Association of Oregon, and CAWS.

Region 2 is unique in its representation and engagement of organized labor. Labor representatives hold three seats on the Board (as opposed to the customary two) and are required members on the Worksystems, Inc. Board of Directors, the Executive Committee of the Workforce Investment Board (see the Appendix 8 - 10 for the Consortium Agreement and Bylaws). Working in conjunction with local elected officials, the Northwest Oregon Labor Council recommends all labor appointments to the Board and makes assignments to all Board subcommittees.

The Board's subcommittee structure also encourages labor participation beyond the Workforce Investment Board and allows direct labor participation in strategy development, implementation and oversight. Labor representatives are currently active on all Board subcommittees and the Workforce Response Team.

The partnership between business and labor at the Board level ensures broad perspective in policy development and provides sound guidance at the service delivery level. An upcoming labor summit being jointly organized by the Northwest Oregon Labor Council and regional Workforce Investment Boards, will further enhance the regional partnership and will strengthen labor's voice in guiding local service provision.

7) Describe your two year action plan to fill high-demand jobs with skilled workers.

In addition to the specific strategies outlined in our Strategic Plan and further described in Attachment 5, the following activities will be undertaken during the next two years to identify high growth high demand occupations and train workers to fill them.

Regional Analysis will inform policy and program development, funding priorities and allocations, and strategic planning. Four related analyses are proposed: (1) Resource Mapping; (2) Value Stream Mapping; (3) Workforce Audit; and (4) Global Context Assessment. Each deepens our understanding of the region and together they will enable us to identify key points for alignment and investment.

We propose to grow the pipeline of highly skilled workers through two strategies aimed primarily at the emerging workforce: (1) Managing Career Related Learning Experiences (CRLE); and (2) Regional Work Readiness Certification. We will transform the way that youth engage in career related learning experiences through a consistent regional model that combines a data system for managing CRLEs with the Oregon Career Information System that provides labor market information about occupations and career paths. The regional workforce system also plans to adopt common tools to market work ready talent. Workforce

partners will implement a consistent model for assessing and certifying work readiness built on WorkKeys' assessment of basic mathematical, reading, and information-gathering skills. This will allow the region to create a seamless integration of the basic work readiness certificate with WorkKeys' identification and certification of the specific foundational and technical skills for targeted advanced manufacturing sectors.

We will continue to work with the Employment Department to help WorkSource Centers (One-Stops) respond to the needs of high growth high wage employers. Initiatives will include development of teams of account representatives who are sectoral specialists and provision of extensive sectoral training to Career Specialists in WorkSource centers and youth programs.

The Workforce Board understands that without a strong commitment to post-secondary training and education, we will not be able to meet advanced manufacturing's demand for talent. During this plan period, the Workforce Board will commit at least \$750,000 to scholarships, ITAs, and OJT opportunities targeting high growth high wage occupations/industries.

- 8) Describe how the local workforce system will serve as the link between education, business and economic development.

As mentioned earlier, the Workforce Investment Board is a unique public/private partnership representing the City of Portland, Multnomah and Washington counties. The Workforce Investment Board brings together local elected officials, private sector leaders, public agencies, education, economic development, labor and community-based organizations to focus on regional workforce development and related community issues. The Board increases the synergy among workforce, economic development, and education by: (1) serving as a clearing house for best practices in talent development; (2) identifying skill gaps and training/curriculum gaps; (3) advocating for public and private support for talent development initiatives in response to identified gaps; (4) helping to align resources in support of talent development consistent with the Workforce Investment Board Strategic Plan, the Oregon Business Plan, the Regional Business Plan, and the Comprehensive Economic Development Strategy developed for the Portland MSA; and (5) serving as a forum to focus on workforce and related issues, to evaluate system outcomes and share research findings.

Additionally, the Research and Evaluation Committee of the Board is examining data gaps in the region that are needed for alignment, and the Workforce Audit that WSI has undertaken will be able to provide data on the supply/demand gaps in our region.

- 9) What are the strategies for continuous improvement?

The Board's Strategic Plan for 2007-2009 was envisioned as a living document that will evolve over time as the needs of the community changes. As the five plan goals have been handed over to the strategic plan committees, outcome measures and strategies have already changed from the original document. Engagement on the committees through knowledgeable stakeholders will result in new information and a road map for change. The Board will track the progress of these committees and achievement of the plan goals quarterly. The plan will be revisited at the Board's annual meeting in October 2007 and October 2008 to determine if more significant changes to the course of the plan need to be made.

The strategies for continuous improvement within the one-stop service delivery system are discussed in other sections in this plan.

C. LOCAL MARKET ANALYSIS (20 CFR 661.350)

- 1) Identify the high growth businesses and industries and their workforce needs and the skills and competencies needed by the workforce to perform jobs in these key business areas.

Major industries in the region include professional and business services, manufacturing, and health care. Relative to the nation, we have a strong presence in high tech manufacturing, management of companies, and wholesale trade.

Although the region's dependence on manufacturing has declined over time, it remains a key industry; most notably high tech with three-quarters of statewide employment.

The fastest-growing broad industry in Region 2 between 2004 and 2014 is projected to be professional and business services (see table 1). The fastest-growing component will be temporary employment staffing agencies, which serve a wide spectrum of industries. Education and health services is another industry projected to grow quickly between 2004 and 2014; its rapid growth will be due to continuing population growth as well as the aging population in the region.

Table 1

Region 2: Industry Employment Forecast, 2004-2014
Multnomah and Washington Counties

	2004	2014	Change	% Change
Total nonfarm employment	650,300	755,100	104,800	16.1%
Total private	564,300	659,400	95,100	16.9%
Natural resources and mining	600	600	0	0.0%
Construction	31,300	36,500	5,200	16.6%
Construction of buildings	7,600	8,900	1,300	17.1%
Residential building construction	3,500	4,300	800	22.9%
Nonresidential building construction	4,100	4,600	500	12.2%
Heavy and civil engineering construction	3,000	3,400	400	13.3%
Specialty trade contractors	20,700	24,200	3,500	16.9%
Manufacturing	80,700	84,800	4,100	5.1%
Durable goods	61,800	66,100	4,300	7.0%
Wood product manufacturing	2,300	2,000	-300	-13.0%
Primary metal manufacturing	3,200	3,200	0	0.0%
Fabricated metal product manufacturing	7,000	7,800	800	11.4%
Machinery manufacturing	5,400	5,800	400	7.4%
Computer and electronic product manufacturing	28,700	31,300	2,600	9.1%
Semiconductor and electronic component mfg.	21,800	24,300	2,500	11.5%
Electronic instrument manufacturing	4,500	4,500	0	0.0%
Transportation equipment manufacturing	5,800	6,300	500	8.6%
Nondurable goods	18,900	18,700	-200	-1.1%
Food manufacturing	6,000	5,900	-100	-1.7%
Paper manufacturing	1,600	1,400	-200	-12.5%
Trade, transportation, and utilities	132,400	151,100	18,700	14.1%
Wholesale trade	39,600	43,900	4,300	10.9%
Merchant wholesalers, durable goods	19,700	21,500	1,800	9.1%
Merchant wholesalers, nondurable goods	15,000	17,000	2,000	13.3%
Electronic markets and agents and brokers	4,900	5,400	500	10.2%
Retail trade	66,400	75,900	9,500	14.3%
Motor vehicle and parts dealers	8,900	10,400	1,500	16.9%
Food and beverage stores	11,500	12,900	1,400	12.2%
Clothing and clothing accessories stores	8,200	8,900	700	8.5%
General merchandise stores	11,000	12,300	1,300	11.8%
Transportation, warehousing, and utilities	26,400	31,300	4,900	18.6%
Transportation and warehousing	24,200	29,100	4,900	20.2%
Air transportation	3,600	4,000	400	11.1%
Truck transportation	6,600	8,000	1,400	21.2%
Couriers and messengers	4,600	5,800	1,200	26.1%
Warehousing and storage	2,100	3,100	1,000	47.6%
Information	17,800	20,600	2,800	15.7%
Publishing industries, except internet	7,000	8,100	1,100	15.7%
Software publishers	4,500	5,300	800	17.8%
Telecommunications	4,800	5,400	600	12.5%

Table 1 (cont.)

	2004	2014	Change	% Change
Financial activities	48,600	55,200	6,600	13.6%
Finance and insurance	32,000	36,800	4,800	15.0%
Credit intermediation and related activities	14,800	17,100	2,300	15.5%
Insurance carriers and related activities	14,500	16,200	1,700	11.7%
Real estate and rental and leasing	16,600	18,400	1,800	10.8%
Real estate	13,000	13,900	900	6.9%
Professional and business services	91,100	117,900	26,800	29.4%
Professional and technical services	33,800	42,600	8,800	26.0%
Architectural and engineering services	7,600	9,900	2,300	30.3%
Computer systems design and related services	4,200	5,500	1,300	31.0%
Management of companies and enterprises	15,700	17,900	2,200	14.0%
Administrative and waste services	41,600	57,400	15,800	38.0%
Administrative and support services	40,200	55,800	15,600	38.8%
Employment services	18,200	26,400	8,200	45.1%
Business support services	6,400	9,000	2,600	40.6%
Services to buildings and dwellings	8,700	11,800	3,100	35.6%
Educational and health services	78,800	95,400	16,600	21.1%
Educational services	15,000	18,100	3,100	20.7%
Health care and social assistance	63,800	77,300	13,500	21.2%
Ambulatory health care services	22,400	28,000	5,600	25.0%
Hospitals	18,600	21,400	2,800	15.1%
Nursing and residential care facilities	11,400	14,200	2,800	24.6%
Social assistance	11,400	13,700	2,300	20.2%
Leisure and hospitality	59,200	70,100	10,900	18.4%
Arts, entertainment, and recreation	8,600	10,400	1,800	20.9%
Amusement, gambling, and recreation	5,600	6,900	1,300	23.2%
Accommodation and food services	50,600	59,700	9,100	18.0%
Accommodation	6,600	7,300	700	10.6%
Food services and drinking places	44,000	52,400	8,400	19.1%
Full-service restaurants	22,000	25,900	3,900	17.7%
Limited-service eating places	16,700	20,500	3,800	22.8%
Other services	23,800	27,200	3,400	14.3%
Membership associations and organizations	10,400	11,700	1,300	12.5%
Government	86,000	95,700	9,700	11.3%
Federal government	13,400	13,100	-300	-2.2%
State government	10,600	11,300	700	6.6%
State education	4,700	5,100	400	8.5%
Local government	62,000	71,300	9,300	15.0%
Local education	30,100	34,700	4,600	15.3%

The workforce needs, skills and competencies needed for these industry projections are identified in the questions below.

2) What are the projected workforce trends for your area for the next 2 years?

Oregon's Office of Economic Analysis forecasts the state to grow by 1.2% in 2007, a sharp deceleration from 2005 and 2006. Growth will tick up to 1.7% in 2008 and 1.8% in 2009.

Region 2, with 40% of Oregon’s jobs, tends to track closely with the statewide economy. It is likely that in 2007 and 2008 the region will follow the statewide trend of slower employment growth.

Table 2 provides a look at the workforce trends within each major occupational group, and provides insight into the number of replacement workers that will be needed in the region.

	Region 2- Employment by Major Occupational Group					
	2004 Employment	2014 Employment	Percent Growth	Growth Openings	Replacement Openings	Total Openings
Total All Occupations	655,670	761,482	16.1%	105,812	165,089	270,901
Management, Business, and Financial	70,852	82,077	15.8%	11,225	14,628	25,853
Professional and Related	113,860	132,783	16.6%	18,923	23,975	42,898
Health Care	40,594	49,504	21.9%	8,910	8,507	17,417
Service	92,387	110,264	19.4%	17,877	30,666	48,543
Sales and Related	72,025	82,652	14.8%	10,627	22,465	33,092
Office and Administrative Support	113,262	128,958	13.9%	15,696	26,837	42,533
Farming, Fishing, and Forestry	4,432	5,282	19.2%	850	1,289	2,139
Construction and Extraction	27,257	31,912	17.1%	4,655	6,086	10,741
Installation, Maintenance, and Repair	23,073	26,324	14.1%	3,251	5,758	9,009
Production	46,412	50,008	7.7%	3,596	11,585	15,181
Transportation and Material Moving	45,626	53,250	16.7%	7,624	11,611	19,235
Nonclassifiable	5,890	8,468	43.8%	2,578	1,682	4,260

a) What are top three workforce needs of business and industry in your area?

Employers routinely point to three primary workforce issues that impact their ability to complete locally and globally:

- A skilled and qualified workforce/Pipeline of future workers/Easy access to the public workforce system. Employers cite difficulty finding skilled workers to fill their current openings. Some employers report that these skill shortages force them to recruit beyond Oregon and beyond the United States. These skill shortages are found both in low skill employment and high skill employment. Ensuring that regional educational and training institutions are developing individuals with the skills most sought by employers is critical for filling these gaps. The launch of the single phone number in the region for accessing a skilled workforce will assist employers in navigating the public workforce system and gaining access to a large pool of qualified workers.
- Retirements of current workers/Replacement workers/Succession planning. Many employers are feeling the pressure of a “graying workforce”. Today about 14 percent of the workforce are 55 or older and in 2012 19 percent will be 55 or older. What this means for employers is that large numbers of workers are eligible to retire at the same time and that in some occupations there won’t be enough qualified replacements. A number of occupations are expecting shortages due to a high number of retirees: teachers, radiology technicians, pharmacists, construction workers, mental health professionals, manufacturing, and nursing. Adopting retention strategies for older workers is one strategy for employers, as well as enhancing training opportunities for current workers so that they are prepared to fill future vacancies.
- Training for current workers. Many employers find it difficult to dedicate resources toward the training of their current workforce. However, given both of the issues addressed above, training of current workers is critical to both fill skill gaps and

prepare for a high level of retirements. The approximately \$1 million that WSI manages in Region 2 for current worker training has been very popular with employers. However, demand for these resources outpaces supply with approximately half of the requests denied each year.

- 3) Describe employment opportunities and needed job skills: include both current and projected opportunities and their associated skills, including wage rates which meet self sufficiency standards as identified by your board.

Tables 3 and 4 provide two views of the current and projected employment opportunities and their associated educational requirements in the region. Table 4 provides the wage rates of those high demand high wage occupations as well.

	Employment		Total	Minimum Education
	2004	2014	Openings*	
Retail Salespersons	21,114	24,407	11,210	Short term on-the-job training
Waiters and Waitresses	10,449	12,344	7,441	Short term on-the-job training
Cashiers	10,552	12,228	6,487	Short term on-the-job training
Combined Food Preparation and Serving Workers, Including Fast Food	8,333	10,200	5,470	Short term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	9,851	11,870	5,354	Short term on-the-job training
Janitors and Cleaners	10,517	13,292	5,041	Short term on-the-job training
Registered Nurses	12,030	14,166	5,003	Associate Degree
Office Clerks, General	12,048	14,004	4,837	Short term on-the-job training
Customer Service Representatives	10,502	13,366	4,659	Moderate term on-the-job training
Postsecondary Teachers, Except Graduate Teaching Assistants	8,675	10,019	3,497	Master's
General and Operations Managers	8,535	9,984	3,274	Bachelor's
Bookkeeping, Accounting, and Auditing Clerks	8,504	9,884	3,143	Moderate term on-the-job training
Wholesale & Manufacturing Sales Reps- Non-technical and Scientific	7,798	8,660	3,035	Moderate term on-the-job training
Executive Secretaries and Administrative Assistants	7,351	8,654	2,891	Moderate term on-the-job training
Receptionists and Information Clerks	5,376	6,532	2,591	Short term on-the-job training
Truck Drivers, Heavy and Tractor-Trailer	7,014	8,247	2,522	Moderate term on-the-job training
Cooks, Restaurant	4,871	5,798	2,392	Long term on-the-job training
Stock Clerks and Order Fillers	7,242	7,301	2,373	Short term on-the-job training
Business Operations Specialists, All Other	6,768	7,820	2,360	Bachelor's
Accountants and Auditors	5,496	6,620	2,304	Bachelor's
Supervisors & Managers of Office and Administrative Support Workers	6,929	7,525	2,204	Work Exp.
Food Preparation Workers	4,218	4,956	2,178	Short term on-the-job training
Secretaries, Except Legal, Medical, and Executive	5,613	6,504	2,093	Moderate term on-the-job training
Counter Attendants in Cafeterias, Food Concessions, and Coffee Shops	2,660	3,217	2,006	Short term on-the-job training
Elementary School Teachers, Except Special Education	4,900	5,682	2,004	Bachelor's

Table 4

	Region 2- Top 25 High-Demand, High-Wage Occupations						
	2004	2014	2004-2014		Total	2006	Min. Education
	Employment	Employment	Growth Openings	Replacement Openings	Openings	Average Wage	
Registered Nurses	12,030	14,166	2,136	2,867	5,003	\$30.94	Associate degree
Postsecondary Teachers, Except Graduate Teaching Assistants	8,675	10,019	1,344	2,153	3,497	\$72,929	Master's
General and Operations Managers	8,535	9,984	1,449	1,825	3,274	\$48.08	Bachelor's
Bookkeeping, Accounting, and Auditing Clerks	8,504	9,884	1,380	1,763	3,143	\$16.41	Moderate on-the-job training
Wholesale and Manufacturing Sales Representatives Non-technical and Scientific Executive Secretaries and Administrative Assistants	7,798	8,660	862	2,173	3,035	\$27.58	Moderate on-the-job training
Truck Drivers, Heavy and Tractor-Trailer	7,351	8,654	1,303	1,588	2,891	\$18.57	Moderate on-the-job training
Business Operations Specialists, All Other	7,014	8,247	1,233	1,289	2,522	\$17.27	Moderate on-the-job training
Accountants and Auditors	6,768	7,820	1,052	1,308	2,360	\$24.93	Bachelor's
Supervisors and Managers of Office and Administrative Support Workers	5,496	6,620	1,124	1,180	2,304	\$28.40	Bachelor's
Elementary School Teachers, Except Special Education	6,929	7,525	596	1,608	2,204	\$23.56	Work experience
Maintenance and Repair Workers, General	4,900	5,682	782	1,222	2,004	\$47,069	Bachelor's
Supervisors and Managers of Retail Sales	5,416	6,187	771	1,149	1,920	\$17.31	Long-term on-the-job training
Engineers, All Other	5,146	5,989	843	1,036	1,879	\$19.77	Work experience
Engineering Technicians, All Other	5,403	6,021	618	1,117	1,735	NA	Bachelor's
Medical Assistants	4,284	4,797	513	1,117	1,630	NA	Associate degree
Managers, All Other	2,576	3,604	1,028	579	1,607	\$15.69	Moderate on-the-job training
Computer Software Engineers, Applications	4,445	5,059	614	966	1,580	\$37.31	Bachelor's
Secondary School Teachers, Except Special and Vocational Education	5,105	6,067	962	595	1,557	\$41.50	Bachelor's
Carpenters	3,274	3,791	517	1,018	1,535	\$48,328	Bachelor's
Computer Support Specialists	4,182	4,890	708	768	1,476	\$19.48	Long-term on-the-job training
Computer Systems Analysts	3,691	4,531	840	534	1,374	\$22.24	Post-secondary training
Wholesale and Manufacturing Sales Representatives; Technical and Scientific	3,147	4,015	868	432	1,300	\$34.16	Bachelor's
Electricians	3,046	3,438	392	856	1,248	\$36.46	Moderate on-the-job training
Physicians and Surgeons	3,036	3,493	457	662	1,119	\$30.80	Post-secondary training
	2,978	3,572	594	458	1,052	NA	1st Professional degree

Table 5 provides another look at the educational requirements currently needed and projected by 2014. Almost two-thirds of the job openings between 2004 and 2014 require on-the-job-training; short, moderate, or long-term training. The remaining job openings in the region will require either postsecondary training or postsecondary education.

Table 2						
Region 2- Employment by Minimum Training						
Training Level	2004 Employment	2014 Employment	Percent Growth	Growth Openings	Replacement Openings	Total Openings
Short term on-the job training	234,948	273,262	16.3%	38,314	71,249	109,563
Moderate term on-the-job training	107,840	124,227	15.2%	16,387	24,399	40,786
Long term on-the-job training	42,744	48,718	14.0%	5,974	10,259	16,233
Related work experience	39,500	45,248	14.6%	5,748	9,385	15,133
Postsecondary training	37,769	43,312	14.7%	5,543	8,220	13,763
Associate	29,186	34,172	17.1%	4,986	6,705	11,691
Bachelor's	130,692	152,048	16.3%	21,356	27,112	48,468
Master's	18,210	21,520	18.2%	3,310	4,521	7,831
Doctorate	1,298	1,502	15.7%	204	257	461
1st Professional	7,593	9,005	18.6%	1,412	1,300	2,712

In Region 2, the projected large number of job openings in the low wage range shows a need for workers with the skills to work in retail trade, food services, and other service industries. The turnover rate for these low wage occupations is significantly higher than jobs in the medium and high wage ranges that often require higher levels of education.

The Board has defined self-sufficiency wages as not earning more than \$54,300 during the previous 12 months (excluding Unemployment Compensation). This is tied to the Median Family Income for the Portland MSA as determined and published by HUD and is in line with the Region 2 LWIB Setting Priorities for Service policy.

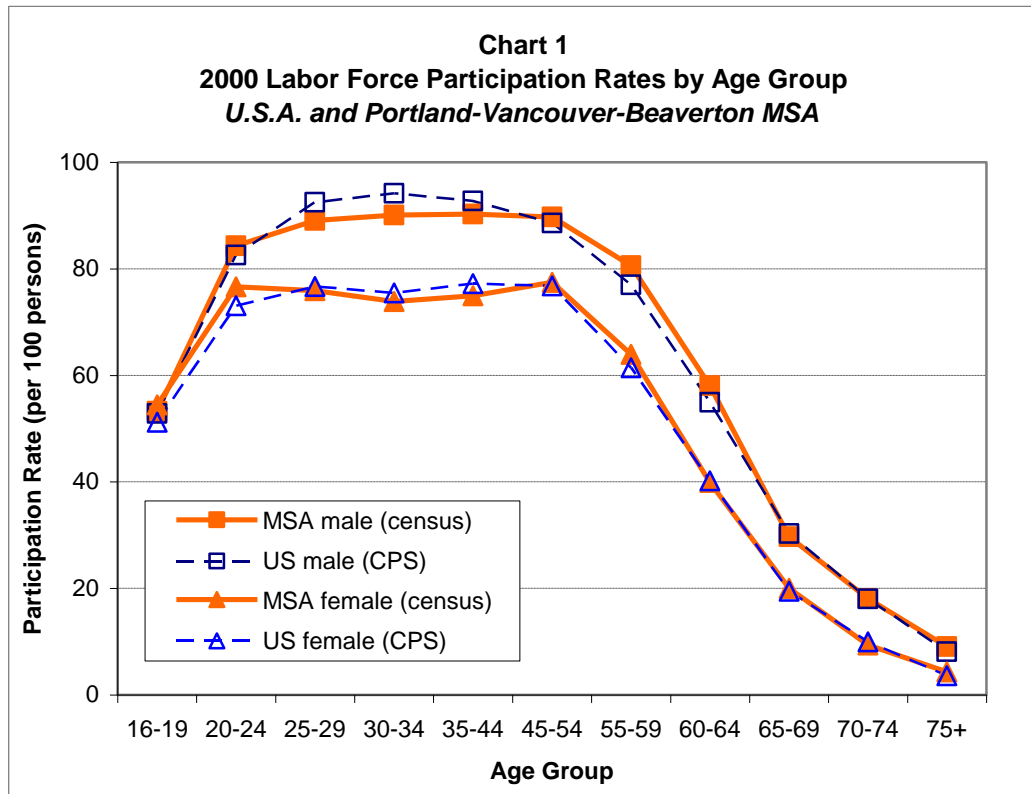
Table 6 shows the skills required by employers for the top 25 occupations in Region 2. In addition to these skills, employers request employees to demonstrate soft skills such as communication skills, organizational skills, teamwork, professionalism, critical thinking, customer service, and self direction. In addition to the table below, Worksystems, Inc. produced a publication of the Top 50 high demand occupations. This publication includes the job descriptions, skill requirements, and training venues. This publication can be viewed at <http://www.worksystems.org/publicationsPress/publications.aspx>.

Table 6

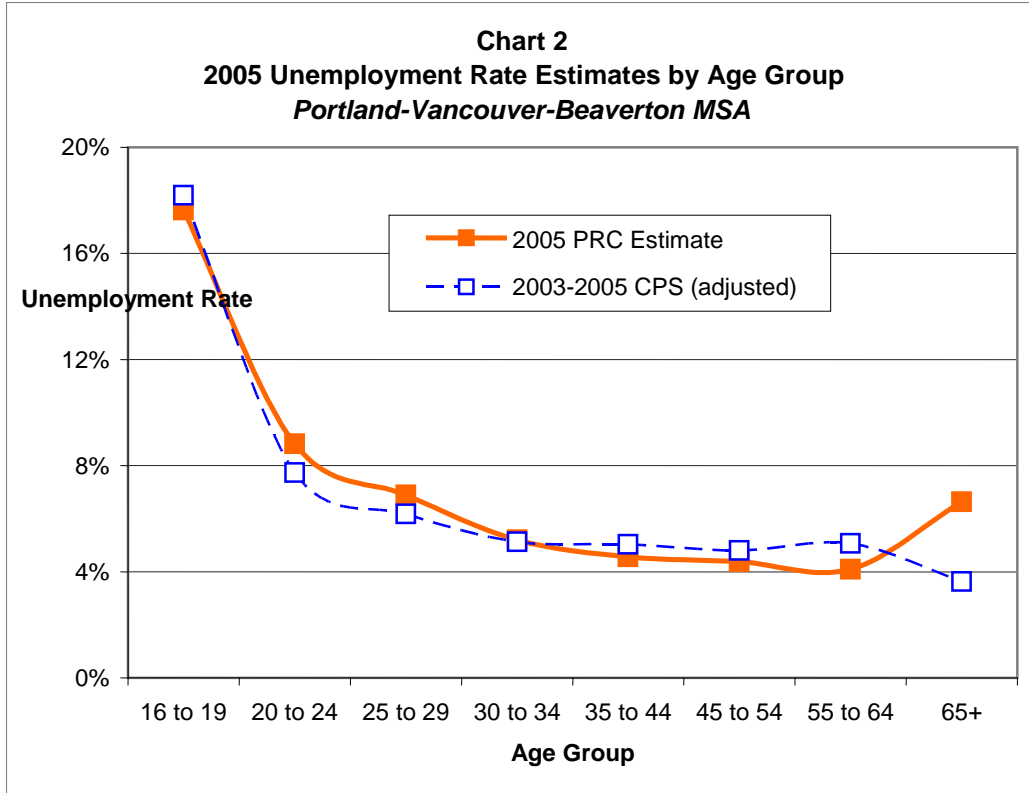
Skills of the Top Occupations in Region 2 (as measured by total openings, 2004-2014)
Process records and maintain forms and files
Use basic mathematics
Provide customer service
Work as a team member
Obtain information from clients, customers, patients or others
Use computers to enter, access and retrieve data
Provide customer service using telephone
Apply health and sanitation standards
Receive payments and make change
Use cash registers
Apply mathematical principles to accounting, bookkeeping or budgeting
Follow safety procedures
Locate and retrieve merchandise from storage
Use correct grammar, punctuation and spelling
Process and prepare business forms
Maneuver heavy objects
Investigate and resolve customer problems
Organize and work with detailed records
Weigh and package products
Manage inventories and supplies
Balance cash and receipts
Stock, organize and clean shelves
Interpret and apply health regulations in lodging and food service
Apply food handling rules
Unpack, inventory and store goods

- 4) Describe the general population characteristics of your area: age, race, ethnicity, per capita income, employment by industry/occupation, etc. Include specific population groups and targeted population groups.

Portland State University Population Research Center (PRC) measures current and projected demographic characteristics of the Portland metro area labor force. As part of a comprehensive analysis of Region 2's supply and demand projections, PRC conducted demographic analysis for Worksystems, Inc. Their estimates and forecasts constitute an analysis of the "supply side" of the labor market, in order to provide the Region 2 Workforce Investment Board the data needed to direct resources for career placement and training. In Appendix 11 "Labor Force 2005", PRC provides estimates of the population age 16 and over, the civilian labor force, and the average number of employed and unemployed persons in the Portland-Vancouver-Beaverton Metropolitan Statistical Area (MSA) and in Region Two (Multnomah and Washington Counties) in 2005. Chart 1 "2000 Labor Force Participation Rates by Age Group" is an example of the information provided through this research.



Another interesting Chart, Chart 2 "2005 Unemployment Rate Estimates by Age Group" is part of Appendix 11. This information is critical when looking to target individuals that are currently not in the labor force for services and training.



Other sections of PRC’s report contain labor force characteristic forecasts for 2010 and 2015, and information about education and immigration. See Appendix 11 for general population characteristics of our region by age, race, ethnicity, and employed v. unemployed. Additional reports provide information on specific populations such as immigrants (Appendix 12 “immigration”).

The Oregon Employment Department collects information on industry and occupational employment. That information is also accessible on their web site. Appendix 13 is the employment in the Portland Metropolitan Statistical Area by Industry.

The Oregon Employment Department also provides information on their web site on the per capita income in the two counties. That information is summarized in Table 7 below. Per Capita personal income in Region 2 is higher than both the U.S. and Oregon. This is not a new trend for the area. One of the big reasons for the region having a higher income level is due to the large presence of high tech in Washington County and professional services in Portland. Washington County’s per capita personal income is lower than Multnomah’s due in part to its larger average family size.

Table 7

2004 Per Capita Personal Income	
United States	\$33,050
Oregon	\$30,561
Region 2	\$34,952
Multnomah County	\$36,117
Washington County	\$33,347

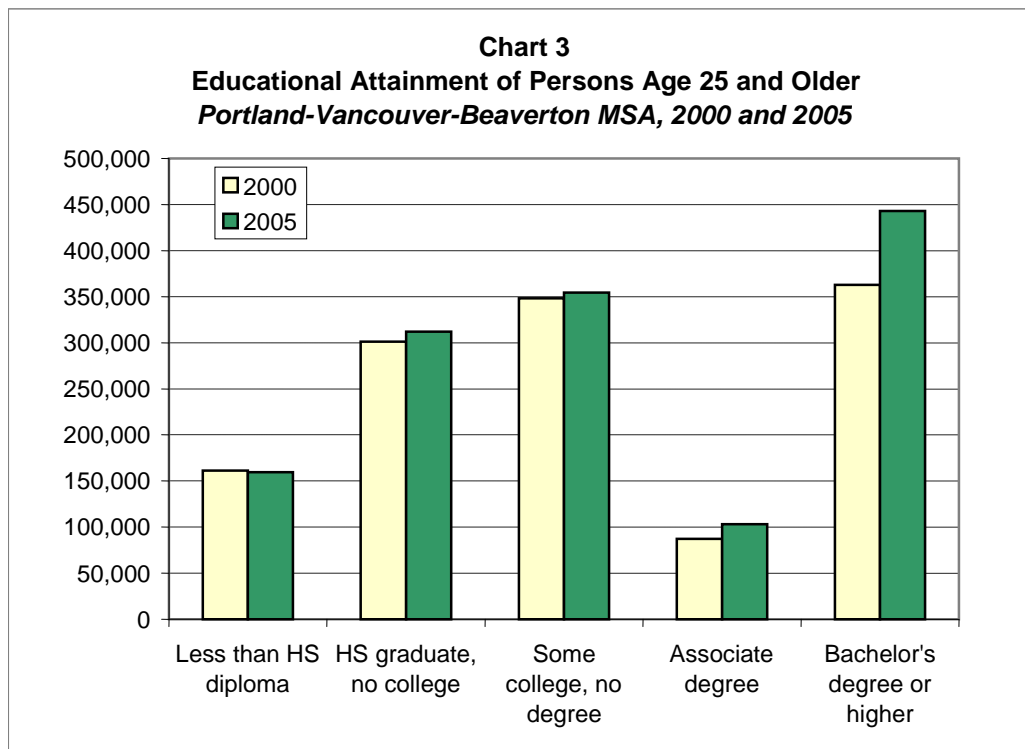
Source: Bureau of Economic Analysis

a. Describe how you will serve these populations (20 CFR 663.600, 20 CFR Part 652)

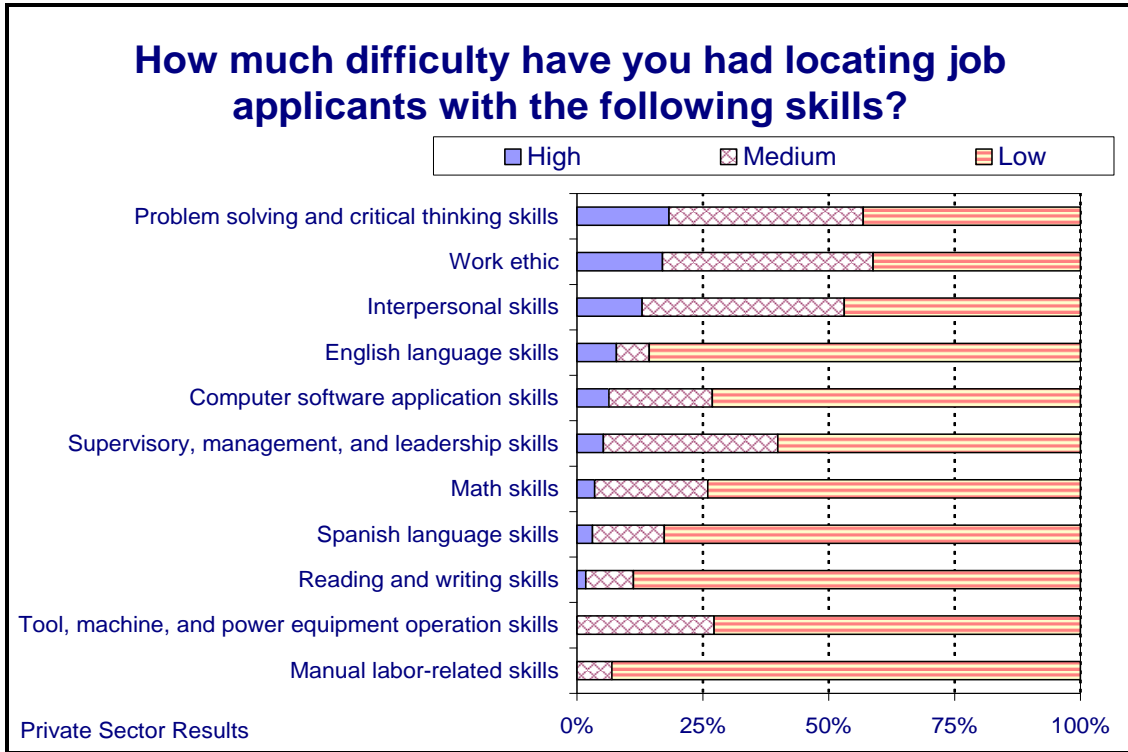
Parts 1 and 2 Section E of the local plan describe the service delivery strategies for these populations.

- 5) Provide educational and skill characteristics of the population by various factors (gender, age, race, etc.) Identify significant skills found in the population. Discuss where the area experiences mismatch between the labor force and skills needed by employers.

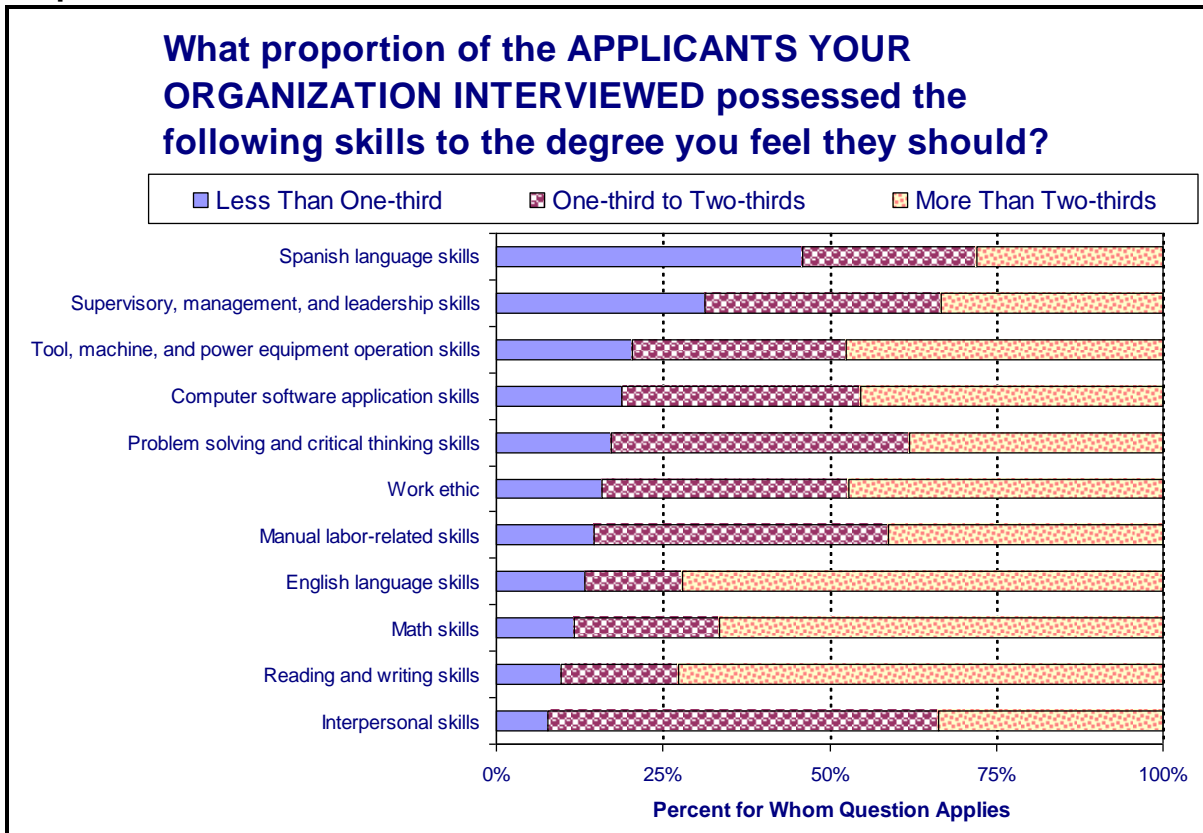
In addition to the above research conducted by Portland State University Population Research Center (PRC), PRC also examined the enrollment in education and educational attainment in Region 2. Chart 3 shows the educational attainment of persons 25 and older in the region.



Graph 2



Graph 1



Graphs 1 and 2 show the skill areas employers are finding lacking in those who apply for jobs with them. The source of these graphs is the 2002 Employer Survey, published by the Oregon Employment Department. As the region's economy continues to change, employers are going to need more people with problem solving and critical thinking skills and computer software application skills to meet their business needs. And as the region's Spanish-speaking population continues to grow more rapidly than the overall population, there will be increasing demand for a multilingual workforce.

Employers consistently report a lack of basic skills in the applicant pool such as basic math, basic reading, English as a Second Language, and as a result endure the costs associated with remediation.

See Appendices 14 and 15 for more information on educational attainment and school enrollment.

D. GOVERNANCE (20 CFR 661.350)

1) Local Board Description

- a) Describe your local Workforce Investment Board: composition, membership and organization they represent, structure, including any sub-committees; legal status; how staffed, etc. Who are the Chief Local Elected Officials and how do they interact with the governance of the Board?

The Workforce Investment Board is a unique public/private partnership representing the City of Portland, Multnomah and Washington counties. The Workforce Investment Board brings together local elected officials, private sector leaders, public agencies, education, labor and community-based organizations to focus on regional workforce development and related community issues. The Board's mission is to build a workforce system that is flexible, responsive, customer-focused and locally managed. The organizational values essential to the growth and vitality of this system include:

- Building partnerships that link skill development efforts to the short- and long-term needs of the regional economy
- Creating a skilled workforce that improves business and individual competitiveness, earning capacity, income and assets
- Pursuing alignment, evaluation and improvement of programs and initiatives
- Achieving high standards of accountability to the community

Board members are appointed by the local elected officials representing the primary jurisdictions within the region. The local elected officials are: Commissioner Sam Adams for the City of Portland, Commissioner Desari Strader for Washington County, and Commissioner Lonnie Roberts from Multnomah County. Sam Adams serves as the Chief Elected Official. The majority of the Board is private sector and the Chair is a local business representative elected by the full Board. All Board members are required to possess decision making authority within their company or organization.

The Governing Board, made up of the three local elected officials, oversees the Region 2 Workforce Investment Board. Governing Board members may select one alternate who shall have all the powers and rights of the Governing Board member. Currently Sam Adams has

designated Warren Jimenez as his alternate, no other Governing Board member has an alternate. Each of the Governing Board members also sit on the WIB Board and on the WSI Board (Executive Committee of the WIB). The Governing Board convenes a minimum of one time a year. All Board appointments ultimately rest with the Governing Board.

To accomplish the Board's mission, individual members:

- Provide strategic direction and oversight for the region's workforce development plan
- Define policies, goals and objectives to build the regional system and promote regional competitiveness
- Encourage the linkage of skill development efforts with regional economic needs
- Evaluate system quality and outcomes
- Build linkages with regional government, business and other leaders to design and enhance regional workforce programs and services
- Coordinate workforce development activities with regional business, economic development and education strategies
- Advocate on behalf of all the system's customers by balancing worker/job seeker and business interests
- Promote system development, service alignment and workforce excellence

The Workforce Investment Board convenes once a quarter - October, January, April and July. Members are asked to block 3 hours for each meeting.

In addition, each member is asked to participate on one sub-committee of the Board. Sub-Committees are organized around the five goals established in the Strategic Plan. Meeting times and level of engagement vary, but Board members should plan on at least one 1 ½ hour meeting on a bi-monthly basis.

The Workforce Investment Board is staffed by the Executive Director of Worksystems, Inc. The Executive Director can assign other WSI staff and agents to support the WIB, within the confines of budget constraints and director from the WIB and WSI.

The Board was restructured in August 2006 in order to facilitate effective oversight of WIA investments and a forum for high level strategic policy discussions. This was accomplished through a new set of By-Laws that created (1) the WSI Board of Directors as the Executive Committee of the WIB and (2) the WIB. The WSI Board has a standing finance committee and the WIB has five committees that oversee the achievement of the strategic plan. The following Appendix 16 provides more details on the Board Governance structure.

- b) Describe the relationship and the functional separation between the board/board staff and service delivery providers.

The Workforce Investment Board for Region 2 is established through the "Consortium Agreement" between the City of Portland, Multnomah County and Washington County establishing the workforce area and its Governing Board. The agreement also delineates the respective duties and responsibilities of the WIB, WSI and the Governing Board. WSI's purpose is to administer Worksystems, Inc. as effectively as possible in order to carry out the workforce area's strategic plan and the goals and objectives adopted by the area's Workforce Investment Board (WIB). WSI serves as staff to the Local Workforce Investment Board and the

WSI Board, which is the Executive Committee of the Local Workforce Investment Board. WSI is a nonprofit organization that does not deliver direct services.

The WIB's purpose is to: (1) develop the area's Regional Workforce Strategic Plan; (2) appoint committees to oversee work necessary to accomplish the strategic plan; (3) establish standards for and to oversee the area's workforce system; and (4) perform duties as required by WIA, the State of Oregon, grant agreements and other applicable Federal, State and local laws, rules and agreements. The WSI Board ensures that the resources WSI manages are appropriately handled and allocated in accordance with the WIB's strategic plan. WSI contracts with sub-grantees to deliver services to customers. No one can serve on the WSI Board who is also a recipient of resources from WSI. Recipients of WSI funds can sit on the WIB but must opt out of voting and discussion if a conflict arises. Since the WIB does not make funding decisions those conflicts would be rare. All Board Members and staff are subject to our Code of Conduct policy.

- c) If your board was certified by the governor as an alternative entity, describe how mandated partners who are not members will access the board.

Not applicable.

- d) Describe your youth council, its membership, and how it will carry out its responsibilities for the coordination of local youth services and programs.

The Chair of the WIB and WSI Board shall appoint the Youth Council. Youth Council appointments are subject to Governing Board review and approval. The Youth Council shall perform the duties set for in the Workforce Investment Act and may be given additional duties by resolution of the WIB, WSI's Board or the Governing Board.

- e) Describe the process your L/RWIB utilizes to assure that the one stop system meets the intent, rules, regulations and requirements of the WIA TIB program. (i.e., monthly performance, fiscal reports to board)

The Board relies on a variety of tools to assure that the one stop system meets the intents, rules, regulations, and requirements of the WIA TIB program. Those tools include, but are not limited to, state monitoring, quality assurance reviews, annual audit, and fiscal reviews. In addition to these tools, the Board recently adopted the use of a combine report that includes performance and fiscal reporting on all programs by contractor. This report gives the Board all the information they need to make informed decisions about the fiscal and program performance of each WIA TIB contractor. See Appendix 17 for a copy of the report.

- f) Discuss how the local board will be educated on their role, engaging all the local partners, and providing guidance to the local workforce system.

All Board members receive an orientation upon appointment to the Board. They receive a binder with all relevant governing documents and details on the workforce system and their roles and responsibilities within that system. Each of the quarterly WIB meetings are dedicated to educating Board Members on a topic identified as strategic concern during the

Board's strategic planning process. Each year several Board Members also have the opportunity to attend the National Association of Workforce Board's annual conference. Through leadership roles on strategic plan committees, Board Members have the opportunity to engage stakeholders not on the board and provide direct input into the local workforce system.

2) Partnerships

a. Describe any special characteristics of the partnerships (e.g. consortia).

Worksystems and the Board convene partners on a number of topics of importance in the community, or serve as members or participants. Here is a sample of a few of the active partnerships in the region.

- Construction Apprenticeship and Workforce Solutions
- Chronic Homelessness Employment Technical Assistance
- Connected by 25
- Hillsboro 2020
- Leaders Roundtable
- Manufacturing 21
- Nano Business Alliance
- Northwest Food Processors' Association
- Oregon Department of Transportation
- Oregon Bioscience Association
- Portland Ambassadors
- Portland Workforce Alliance
- Regional Economic Development Partners
- Semiconductor Workforce Consortium
- Software Association of Oregon
- Oregon Trucking Association

b. Please describe and attach any board issued policies, memoranda, or directives that require and support integration of workforce services.

The Board's new committee structure includes a System Alignment Subcommittee. The goal of the System Alignment Subcommittee is to maximize and align workforce resources and services for the economic vitality of the community. This Committee is undertaking a number of short and long-term strategies to help achieve the goal, including developing a resource map of local workforce related resources and providers, developing common performance measures, and considering ways to ensure that data systems are integrated to report system success and minimize customer reporting requirements.

The outcomes expected for this Committee are:

- Efficient and effective use of all system resources
- A seamless regional workforce system with a clear point of contact for businesses, job seekers, workers, partners and youth
- Increased number of providers engaged as stakeholders to the system
- Measures in place to determine system success and consistent quality of services

In addition, the attached policies and directives further promote and support the integration of regional workforce development resources, programs and services.

See Appendix 18 for the MOU, Appendix 19 for the One Stop Operator policy and Appendix 20 for the Certification Process.

- c. Describe how all the local partners were engaged in the development of this plan.

The Board began its strategic planning process in November 2005 and passed it in August 2006. The plan is for 2007-2009. All Board Members participated in this process, along with 117 stakeholders. This plan is a reflection of that input and engagement and reinforces the direction that the community and the Board set through that process. Local Partners have also been involved in the formation of this plan through their work on the System Alignment Committee. That committee's work product is directly in support of specific sections of this planning document. This planning document will be posted on our web site and widely disseminated to the community during the 30 day public comment period. Andrew McGough will share the plan with partners that are parties to the plan to ensure that the plan is a reflection of the planning work that the Board has been engaged in since November 2005.

- d. Describe your relationship with local Tribal Nations.

We do not have a current relationship with local Tribal Nations. WSI is a member of the Native American Chamber of Commerce.

E. DESCRIPTION OF ONE STOP DELIVERY SYSTEM (20 CFR 661.350 - 661.355, 20 CFR 662)

- 1) Describe your local area delivery of core, intensive and training services.
- 2) Describe the process for selection and designation of the one stop operator.
- 3) Describe how the local board will;
 - a. ensure the continuous improvement of eligible providers of services through the system, and
 - b. ensure that such providers meet the employment needs of local employers and participants.
- 4) Describe and provide an assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.
- 5) Describe how customers access core, intensive and training services in your local one-stop system, including non- and limited- English speakers, people with disabilities, TANF clients and others with barriers to employment by site.

This section answers questions 1-5 posed above.

The Local WIB has designated Worksystems, Inc. as the One-Stop Operator for Region 2. This designation is reflected in our Region 2 Local Workforce Investment Board Policy 2.0.0.70000.1 adopted December 9, 2005 (Appendix 19).

Region 2 consists of 4 WorkSource (one-stop) Centers and 5 affiliate sites located within the City of Portland, Multnomah and Washington counties. The Centers are currently managed by community college, community based organizations and Oregon Employment Department in collaboration with workforce partners from various public and private agencies. The Region 2 WorkSource Centers are:

WorkSource Centers

- **Capital Career Center**, managed by Portland Community College, serving Washington County.
- **WorkSource Portland Metro East**, managed by Oregon Employment Department and Mt. Hood Community College, serving East Multnomah County.
- **Metropolitan Workforce Center**, managed by Portland Community College, serving northeast and central Portland.
- **Oregon Employment Department, Hillsboro**, managed by Oregon Employment Department and Portland Community College, serving western Washington County

Affiliate Centers

- **WorkSource Portland Metro, Old Town**, managed by Central City Concern, serving specialized populations with employment barriers
- **WorkSource Portland Metro, North**, managed by Portland Community College, serving North Portland
- **WorkSource Portland Metro Forest Grove**, managed by Portland Community College and Oregon Employment Department serving western Washington County
- **SE Works**, managed by SE Works, Inc., serving outer SE Portland.
- **Oregon Employment Department, Central**, managed by Oregon Employment Department serving northeast and central Portland.

This delivery system represents the Region's move to an integrated delivery system that will comprise four WorkSource Centers which are integrated WIA Title 1B programs and Oregon Employment Department offices, and affiliate sites which include multiple partners and provide geographically and/or customer focused services.

The WorkSource Centers are business-focused places where job seekers and employers can receive a broad range of services. For the job seeker customer, the primary goal of the system is to provide access to an appropriate mix of informational, assessment, employment readiness, occupation skills training, and retention services that will better enable each of them to successfully gain and retain employment which leads to income improvement and economic self-sufficiency.

To help customers realize this goal, services are organized in three incremental levels:

- **Core services**, which are universally available to any adult 18 years of age or older and which include access to Oregon's iMatchSkills labor exchange, job search tools (computers and internet access), telephones, copiers, labor market information, financial aide information, unemployment insurance information, job readiness workshops, and job postings.
- **Intensive services**, which require eligibility determination and include such staff assisted services as individualized assessments, career planning and coaching, literacy and GED classes and supportive services which provide assistance so people can access these services.
- **Training services**, which include a wide array of occupational skills, on-the job, and customized training designed to provide people the skills they need for high demand jobs in high growth industries.

The process by which job seekers move through the system varies by individual, and is based upon circumstances, need, informed choice, the expertise of staff, the availability of funds and resources, and the regulations that determine when registration can occur.

Core services are provided in multiple languages, in career centers with assistive technology available. Occupational skills training has also been developed to incorporate vocational ESL into the skills training.

The Board established a priority of service policy (Appendix 21 LWIB Policy Setting Priorities for Service, 3.0.0.70000.0, adopted December 5, 2003, attached) to address the limited resources available for employment and training services through Title 1. Additionally, WSI has adopted an Enrollment Prioritization policy (Appendix 22, last updated November 1, 2006, attached) to ensure that populations of customers with certain barriers or priorities (i.e., Veterans) are prioritized for access to WIA resources.

For the business customer, WorkSource Centers operate on the fundamental understanding that hiring, training, and retaining good employees is critical to the success of every business, and that ensuring that businesses receive the best possible applicants for available jobs is perhaps the single most important service that WorkSource can provide. Region 2 has implemented a new delivery system for business services, providing a single point of contact (accessed via 503-257-HIRE) through the Oregon Employment Department, which connects an employer to a team of industry experts. (See Section E Question 7a)

The Local Board is committed to ensuring that the system operates at a high level of quality and meets the expectations of our customers. Processes and procedures are incorporated into the contractual agreements with the WIA providers and through the business planning activities each Center is undertaking, which require a commitment to continuous quality improvement. Contract management processes include a quality assessment of Centers as they come on-line, creating a baseline of information and plan for increasing the quality of the services delivered through the Centers.

Customer satisfaction, performance, and compliance rank as top priorities for Region 2, as we strive toward service delivery excellence. Several procedural methods are used to evaluate and strategically monitor performance and service delivery both at monthly and quarterly intervals. Region 2's management information system, I-Trac, allows for up-to-date performance oversight through data tracking, while monthly financial reports allow for budget to expenditure comparison. Quarterly Narrative Reports and Quarterly Contractor meetings allow for constant monitoring of the Centers and create opportunities for the provision of technical assistance as necessary. In addition, contractors are subject to an annual Compliance Review. This review is conducted to ensure that all required policies are in place and that program elements are appropriate for the contracted services and funding sources.

Region 2 continues to evolve toward a highly integrated and seamless workforce development system for the delivery of comprehensive services in the community. We seek-out opportunities that build on the system and partnerships in place, as well as identify new partnerships that will continue to enhance and grow the system's capacity to deliver quality workforce development services for all customers.

- a) Describe the criteria used for determining whether Title I funds are limited for adult employment and training activities, and the process by which any priority will be applied by the One-Stop Operator.

See Appendix 21 for the Prioritization of Service Policy

- b) Describe any populations prioritized for services that have been determined, other than those required for Title I.

No other prioritizations are in place outside of the Prioritization of Service Policy

- 6) Describe your local system's integrated service strategies to meet the needs of specific population groups or customers. These can be populations targeted through your local strategic planning process, local priority customers, or any specific populations receiving an integrated set of services. Populations to be included are:
 - a) People with disabilities
 - b) People with low basic skills
 - c) Non-English speakers
 - d) Migrant and seasonal farm workers
 - e) TANF clients

WSI is committed to building a universally accessible workforce development system that all individuals are able to benefit from and meets the needs of local business. Our commitment for meeting the needs of specific populations in the region has been, and will continue to be accomplished using a wide range of strategies.

- Through our contracts and compliance WSI tracks demographics for our regions through the i-trac system.
- Each One Stop/WorkSource Center is required to develop a written plan projecting their services to specific population. This plan must be approved by WSI and it is reviewed as part of our contract monitoring process.
- Compliance on-site reviews include 3 customer focus groups including an ADA focus group that provides customer information related to perceived quality of services received (see Appendix 23 for the focus group questions).
- Provision of ABE/GED/ESL services in all of our centers.
- WSI provides guidance in meeting targeted population needs and accessibility of services through assistive technology, the navigator program, city funded projects that focus on such populations as ESL, Homeless populations, people who experience disabilities, individuals who have limited vocational skills, individuals with criminal histories, TANF and food stamp recipients.
- We have an equal opportunity and accessibility monitoring process which includes: core and welcoming one stop checklist, ADA compliance, and MOA 188 compliance (see Appendices 24-26) so that our programs are reaching out to people most in need in our region.
- The Navigator Program addresses the needs of people with disabilities seeking training and employment opportunities through the One Stop Career Center system as well as building strong partnerships with partner agencies.
- DOL/ODEP Project -Ending Chronic Homelessness through Housing and customized employment. One of five nationally funded demonstration projects to address employment and housing for chronically homeless individuals.

- Targeted Population Trainings: Navigator and Grant funded project staff developed a local training tool targeted to One Stops and community partners on the implementation of person centered planning and resource coordination as a tool for leveraging partner resources for greater access to Training and employment services within workforce development for hard to serve populations (see trainings Appendix 27).
 - PPRI-SE Works One Stop federal demonstration prisoner re-entry project to address the supports and employment needs of individuals exiting the prison system.
 - City, BHCD, Economic Opportunity funds addressing targeted and underserved populations. SE Works, WorkSource Portland Metro East, WorkSource Portland Metro-Old Town (see Appendix 28).
 - WorkSource north co-location with Housing authority of Portland at the New Columbia site. Partnership to enhance services for low income, TANF, food stamp recipients receiving HAP housing.
 - Completion of the Limited English Proficiency Self Assessment tool for our region in order to meet the needs of participants with English as a second language (see LAP document sent to the State EEO and civil rights center as Appendix 29).
 - Creation of a Fact Sheet for Business and Community Partners related to targeted workforce Investments in the Portland Metro Region (see Appendix 30).
 - Co-Location at two of our One Stop sites with the DHS funded Steps to Success programs for TANF clients.
 - Utilization of Federal Food Stamp Employment and Training Dollars by One Stop Center.
- 7) Describe services the system provides to meet the needs of employers and job seekers.
- a) Describe your business services model and how you meet the workforce demands of your local economy.

The Board has been working with regional businesses, economic development agencies, and partners in Southwest Washington to understand how to maximize alignment between our workforce and economy. Through these discussions two primary themes emerged. First, demand-driven approaches, including the engagement of industry in planning and prioritizing workforce services, are essential. Second, alignment of education, workforce, and economic development investments, strategies and activities, is required to build a truly comprehensive and responsive system.

Region 2's ability to adjust skill supply to meet industry demand is at the heart of what the system needs to do and has the potential to make or break the system. When you talk to business about what they want from the public workforce system, you generally get two answers - a qualified referral and a single point of contact. Providing the most qualified candidates requires that we take advantage of the entire regional labor pool, including Clark County. As one employer said, "I don't care if the person lives in Gresham or Washougal, I just want the best."

In response, the following transformation to business services in the region has been undertaken, along with other initiatives that will support the model. This model has an array of benefits and could ultimately serve as the impetus for true alignment of our regional workforce, economic development and educational efforts.

This model provides the opportunity to:

- Simplify and improve employer connections to the publicly funded workforce system by providing a single phone number for qualified candidates in Regions 2 and 15.
- Simplify economic development connections to the publicly funded workforce system by providing one 'outside sales' person for each industry in Regions 2 and 15.
- Create a central knowledge base of workforce professionals who can respond with agility to changing business needs
- Create a team of staff who work with industry on a regional basis, serving as a regional brain trust and using their freshly acquired knowledge to identify and respond to regional trends in hiring, staffing and skills requirements
- Allow employers to choose from a team of staff who serve their industry, rather than having the connection succeed or fail based on the employers' ability to connect with a single sub-regional staff person
- Allow more thorough cross training on industry resources, industry partners, solutions selling, marketing services, and candidate screening.
- Create more comprehensive and simple options for employers who want to recruit from the entire region
- Better serve job seekers who currently have many options to apply to employers, but no single point of contact to receive feedback on their interview skills, competence to do the work, or need for training
- Create a central knowledge-base of workforce professionals who have a thorough knowledge of the inventory of human resources in the region, and the gap between what employers want and what the candidate pool delivers
- Further develop iMatch as a source of information on skills gaps, and the pipeline of trained workers by leveraging the knowledge of regional rather than sub-regional industry teams
- Use business tools and practices to refine the delivery of business services
- Align resources
- Reduce duplication and free up funds for better and higher purposes
- Expand the size and quality of the regional labor pool
- Incent workforce, education and other community partners to use the iMatch system as a central source of information on the region's workforce
- Enhance system flexibility, responsiveness and accountability
- Increase capacity to engage additional partner organizations in current and future WorkSource locations
- Reduce square footage needs and overall costs
- Comply with the Governor's direction regarding integration of business services

The Model:

Regional business services are centralized through the creation of a single phone number for businesses in Multnomah, Clackamas, and Washington counties - 503.257.HIRE - and through industry specific teams at four WorkSource Centers (See Appendix 31).

This model positions the Oregon Employment Department and the WorkSource Centers as the focal point for candidate referrals in the system. All other providers within the system will be developing job-ready candidates and getting them enrolled in iMatch so that OED can screen and refer the most qualified candidates to either regional employers or training providers as appropriate. Employers will benefit from fewer direct contacts from the workforce system, and yet through the coordination of system partners still have access to the entire labor shed.

This model will allow for a higher level of accountability. Employers will work with a team and be able to provide feedback on the results. By centralizing industry staff, information sharing and training will be easier to manage. Account representatives organized by industry sector will respond to the calls and work with Job Listers to expand the reach of iMatch. Business Service Representatives will remain geographically based throughout the centers to manage local employer relationships (especially small business), community business outreach, and business walk-in customers.

We expect the 503.257.HIRE number (launched on March 1st) and the industry account rep teams to increase market penetration with business, and to also increase customer satisfaction and outcomes. We will be able to 'do more with less' by clarifying roles, eliminating unnecessary redundancy and providing better training. We will continue targeted occupational recruitments following two successful events in 2006-7.

The LWIB will set benchmarks and standards for quality of service and outcomes, measure results and identify areas for further improvement. The LWIB will also measure customer and partner satisfaction with the services offered to business and economic development partners.

We build our regional capacity to deliver business services by emphasizing strong relationships with economic development and workforce development as they work with business as well as with industries. Economic and workforce development practitioners meet every other month to educate each other on the services and resources that they offer to business. On the off months, teams of industry experts from economic development (state and local) as well as workforce development (OED and WIB staff) meet to share and develop their plans for building their industries.

This model will also increase the wealth of the region by streamlining economic development partnerships. Each OED industry account rep team will have a designated Outside Sales Lead who will partner with economic development on recruitment and expansion opportunities. These Outside Sales Leads will bring in other WorkSource partners and resources as needed to ensure that a broad and detailed assessment of the resources and services available are presented to the company. These resources and services are summarized in a series of PowerPoint slides that describe the assets of our region, as well as the industry-specific investments and resources that will benefit the company.

Continuous Improvement:

Once the model is fully operationalized in Spring/Summer 2007, working with support from the Regional Economic Development Partners, the system plans to engage LEAN experts to assist in applying LEAN principles to the provision of services and flow of activities.

- b) Describe how job seeker services and job seeker service providers are made aware of specific business needs/requirements/opportunities?

A number of activities are undertaken to inform job seekers and job seeker service providers of current and emerging business needs. Job seekers can access an array of printed and on-line materials at any WorkSource site, including OLMIS, Portland's 50 Top Jobs (a joint publication of the Oregon Employment Department and the Local Workforce Investment Board), the Portland Business Journal and a variety of other local business-focused web-sites and publications. In addition, local industry representatives regularly offer seminars and workshops at WorkSource sites to educate job seekers and WorkSource staff about the industry, available opportunities, industry and occupational trends.

Over the past year, we have convened a number of organizations to conduct a comprehensive study of the Portland Metropolitan region's labor force to assess the capacity of the region to fill high demand occupations. The study consists of four primary areas of analysis and will serve as the basis of educating job seekers, WorkSource staff, regional partners and the community about the needs of local business:

1. **Supply.** A detailed report conducted by Portland State University's Population Research Center provides an in-depth update on changes in the region's labor force demographics since the 2000 Census and labor force projections through 2015.
2. **Pipeline.** Occupational skills training providers in the region are being surveyed by Worksystems staff and researchers at Portland State University's Survey Research Laboratory to determine how many students each year complete areas of study in high growth, high-demand occupations.
3. **Industry Demand.** The Oregon Employment Department's Labor Economists have projected occupational demands through 2015. For the purposes of the Workforce Audit, they have looked more closely at the targeted sectors to provide wage data, current and projected labor needs in these industries.
4. **Supply/Demand Gap Analysis.** Worksystems, Inc. analyzed the findings of the supply, pipeline, and industry demand studies and determined areas where the regional labor force has an under or over supply of potential workers. For each of the 100 occupations in the 12 targeted sectors, WSI has coded the supply as meeting, exceeding, or failing to meet industry hiring projections.

This information will be used by a variety of sources, including:

- Organizations that invest in workforce, education and training programs to make data-driven policy and investment decisions
- WorkSource provider organizations to inform career counseling, preparatory and occupational training activities.
- Jobseekers and Career Advancers will benefit from information collected on high-growth, high-demand occupations and the institutions that train in these occupations
- Economic Developers will be able to present expanding and relocating businesses with a clear profile of the regional labor force and capacity of its training
- Employers will use the data to anticipate skill shortages, to find and recruit new workers from training programs in the region to find and recruit new workers, and direct incumbent workers to training programs to upgrade their skills.

As our local Industry Teams evolve, it is anticipated they will assume upkeep of the audit and serve as the primary liaisons between industry needs and the region's preparatory and occupational training services.

c) Describe any barriers to service delivery for job seekers, businesses.

Lack of available, flexible funding is the largest barrier for regional job seekers and businesses. Over the course of this plan, we anticipate an annual reduction of at least 10% in Workforce Investment Act funding. Federal inflation-adjusted investments in workforce training declined by 29% from 1985-2003. These cutbacks include a 33% reduction in the resources managed by local Workforce Investment Boards and a 40% reduction for labor exchange and job placement services via Wagner-Peyser. The federal government invests just 11% (in today's dollars) of what was invested in 1970 in workforce development and related programs.

The lack of a shared data system, impediments created by confidentiality standards, and lack of authority to regionally influence legacy systems are also significant barriers to more efficient and effective local service delivery.

d) Describe how the local board will focus on building and sustaining relationships with businesses.

The Board's goal is to develop a workforce system that meets the short and long-term needs of the regional economy. Only through our relationships with business will we be able to achieve this. Through ongoing work with workforce consortia described in this plan, and the feedback business is providing into the WorkSource Portland Metro business services, the Board will develop strong business relationships. Moreover the Board and its workforce partners work directly with business through the management of the Employer Workforce Training Funds and First Source Hiring Agreements. These programs are an entry point for many businesses that ultimately develop sustained relationships with the workforce system. These relationships can then be leveraged to help support broader cluster or industry wide workforce development efforts in the region. In addition to this ongoing engagement with business, regional workforce partners have participated in the Governor's Cluster Development Initiatives, attending their trainings and supporting clusters through resource development strategies.

The Board's strategic plan and its business sector leaders will be actively engaged in efforts that develop out of those subcommittees, and will support efforts that focus the system on demand-driven strategies.

e) Describe how the local board will engage the business community in the design and improvement of business services.

The local Board looks to the business community to provide leadership around the design and delivery of workforce services. The Board gathers information from the business community through business membership on the Board, by staff of the Board serving as members of industry consortia for all of the high-growth high-demand sectors in the region, through ad-hoc focus groups, and through the Oregon Employment Department's Advisory Committees.

The development of the single point of contact for businesses in the region for recruitment, retention and marketing of open positions, and the formation of industry teams, all within OED, was the result of feedback of the business community at each of the forums mentioned above. Business continually told the Board that what they want from the workforce development system is a single point of contact and a qualified referral. They also told the

Board that the current system was difficult to navigate or ensure accountability. In response to this feedback, the Board in partnership with OED, launched the number 503.257.HIRE to connect employers quickly with a person who can help navigate the many resources in the public workforce system.

During this transition of business services in the system, the business community will be asked to provide feedback on their experience with the system and offer suggestions for improvement. Our goal is to put business in a position to influence workforce services and resources in the region. We will be convening employers during this time in targeted sectors to assess their need for workers and training and introduce the new business model.

f) Describe how the local board will enhance services to job seekers.

The Local Board will enhance services to job seekers by developing policies, procedures and guidance that enhance regional partnerships, encourage system development, co-location and service integration, expand access to preparatory and occupational training, and promote best practices within the system.

g) How does your workforce system ensure that all job seekers connect with the labor exchange system?

All job seekers served in the WorkSource Portland Metro Centers are required to register in iMatchSkills as part of their access to job search assistance.

h) Discuss how the apprenticeship community will be engaged, and the plans to bring apprenticeship opportunities to job seekers.

WSI plans to continue to develop apprenticeship opportunities for job seekers through the following efforts:

- WSI's Executive Director is a member of the Board of Directors for CAWS, Construction Apprenticeship and Workforce Solutions. The mission of CAWS is to increase the representation of women and person's of color in the construction trades through a comprehensive regional workforce strategy.
- WSI has provided financial support to the four Regional Pre-apprenticeship Programs. These programs specialize in preparing jobseekers for the rigorous process of application and entry into the building construction trades Joint Apprenticeship Training Committees (JATC). The funds provided help prepare approximately ___ jobseekers for a position as an apprentice and a career in the various trades.
- A WSI Senior Project Manager is a member of the JATC Coordinators Committee and attends monthly meetings with the Apprenticeship Training Coordinators. This partnership has created improved relations between the workforce development community and the training providers of the various trade unions, helping facilitate improved access to apprenticeship opportunities for job seekers.

- WSI has developed and implemented a special project in partnership with MHCC, the Hispanic Chamber and Evening Trades Apprenticeship Program to further enhance the opportunities for job seekers to access apprentice positions. The project, Construction Careers, focuses on increasing minority representation in the construction trades at a time when the industry is expected to demonstrate significant growth. The program combines Vocational English as a Second Language classroom training with hands-on technical training.
 - WSI is working to catalogue all of the apprenticeship opportunities in the region and share that information with job seekers and businesses.
- 8) Provide a matrix of your system showing all service delivery sites and how core, intensive and training services are delivered at each site and by workforce partners. (See Attachment A)
 - 9) Discuss how the Board anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.

The mission of the Workforce Investment Board, and the partnership it represents, is to *“Create a system that anticipates addresses and exceeds the workforce needs of our community.”* All of the Board’s work is focused on ways to achieve this mission and create an integrated, seamless workforce development system that serves the job seekers, workers and employers of our community. As articulated in its 2007-2009 strategic plan, this document and associated attachments, the Board has outlined a broad array of strategies to coordinate services and maximize available resources, including mapping all regional workforce resources, outcomes and individuals served, continued co-location of resources and staff, targeting training to high growth high demand occupations, directly partnering with business to support regional workforce efforts and programs, using technology to enhance and expand services, educating the Board to further define its role in and impact on the regional economy, and advocating for increased support for workforce, education and human service programs.

See also Sections A, B and E of this document and all related appendices.

- 10) WIA Regulation Section 652.202(b)(1) requires all labor exchange services to be delivered as part of the One Stop delivery system via One Stop Centers or affiliate sites. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.
 - a) Describe the local board plan for re-locating partners within the One Stop Centers

Work Completed

- May 2006 - WorkSource Portland Metro North opens as the region’s first WorkSource affiliate site. It was developed through a partnership between the Portland Housing Authority, PCC Workforce Development, PCC Community Education, TANF/Food stamps, and the north office of the Oregon Employment Department.

- August 2006 - WorkSource Portland Metro East became the region's first fully integrated WorkSource Center, bringing together the existing One Stop (Workforce Connections) with the east office of the Oregon Employment Department. This center has been strong branded with the WorkSource brand and is successfully operating as the model in our efforts to continue this process regionally.

Work Planned

- November 2007 - WorkSource Portland Metro Tualatin will open, combining the current Beaverton office of the Oregon Employment Department and staff from the current One Stop/WorkSource Center (PCC Capital Career Center)
- December 2007 - Plans are underway to open the new WorkSource Portland Metro Central, combining the current central office of the Oregon Employment Department and the current One Stop/WorkSource Center (PCC Metropolitan Workforce Center).
- Spring 2009 - Plans are being developed to explore the feasibility and opportunity to open an affiliate site in outer SE Portland. We are currently exploring options that may be available through partnership with the urban renewal project planned for the Lents Urban Renewal District.
- January 2010 - Plans are underway for the opening of a new PCC campus in Hillsboro. The plans include housing the new WorkSource Portland Metro Hillsboro; bring together the current Hillsboro office of the Oregon Employment Department and the current One Stop/WorkSource Center (PCC Capital Career Center).

F. SERVICE GAPS

- 1) Identify workforce needs for the area; then describe whether or not the present workforce system is meeting those needs. If not, indicate the extent of the gap in services needed but not provided. Such gaps may include, but are not limited to specific skills needed by employers, language issues, ESL services, drug & alcohol treatment, support services; services to the disabled, education/training needs not provided locally, service to remote areas, space for providing services, etc.

To summarize the gaps more fully articulated in Section B (2), employers face significant and growing shortages of skilled workers due to lack of educational attainment and work readiness of emerging workers and potential mass retirement of highly skilled incumbent workers. Job seekers face an array of barriers, including limited English Language skills, lack of educational attainment, difficulty in finding wage replacement, lack of accommodations and accessibility for disabled job seekers, mismatch between job seeker skills and the skills needed by business, and lack of supports to promote job retention.

Given the magnitude of these issues, and the declining resources available to solve these problems, the best way to meet our regional workforce needs is to expand the partnerships engaged in the regional workforce development system - the primary goal of Workforce Investment Board.

G. STRENGTHS AND IMPROVEMENT OPPORTUNITIES

- 1) Describe how the local board will ensure the continuous improvement of services through the system, and ensure that providers meet the employment needs of local employers and job seekers.

Expanding the use of IMatch throughout the region by employers and by institutions with access to job seeking customers will give the region a better sense of its labor supply and enable us to better meet the needs of employers. Recent project relying on the data within IMatch to connect regional residents with training opportunities and employment have proven very successful. A recent customized recruitment for the manufacturing industry resulted in the hiring of 40 welders recruited in through IMatch, two weeks after the request from the employers was received. On site services will be further enhanced over this plan period through greater integration and co-location of key partners. The first integrated center in East County is already demonstrating that integration of training and employment services results in better services to job seekers and customers.

H. RESOURCES

- 1) Identify, using the form in Attachment A, the resources dedicated to achieving the goals in the plan. You should include, as much as possible, the public and private resources in the local workforce system.

I. PERFORMANCE OUTCOMES

- a) Identify local/regional performance targets using Oregon's system-wide workforce measures/indicators for the appropriate indicators and the DOL Common Measures. A format for identifying Oregon's system-wide workforce measures/indicators is Attachment B. All local workforce partners are to be included in the setting of performance targets during the period July 1, 2007 through June 30, 2008. Negotiations will take place for the performance targets for year two: July 1, 2008 through June 30, 2009.
- b) What barriers does your L/RWIA have which prevents you from integrated performance?

Region 2 has no barriers that prevent integrated data and performance. The data system developed and maintained by Worksystems, Inc. for Title IB data management is state of the art and we are willing to make the reasonable investments necessary to connect to a centralized system that would make integrated data and performance possible. As noted in the IMIS study commissioned by the state of Oregon, our MIS system, I-Trac, was one of two data systems that were recommended as solutions for a statewide WIA 1B MIS system.

J. MEMORANDUM OF UNDERSTANDING AND RESOURCE SHARING AGREEMENT

- a) There are no changes proposed for the Memorandum of Understanding that is currently in place. Each local area should review, update and extend the expiration date as needed.

A new MOU is under development. The current MOU is available as Appendix 18.

- b) Please attach the Resource Sharing Agreement for each of your certified WorkSource Oregon Centers for the current year.

See Appendix 32.

PY 2007-2009 Local Strategic Plan
for the Local Workforce Investment Area
known as Region 2

Partners' Statement of Agreement

We the undersigned do hereby approve and submit this Local/Regional Strategic Plan representing the following programs:

- WIA Title I-B
- WIA title II (Adult Education and Family Literacy Act)
- WIA Title III (Wagner-Peyser)
- Community College
- Economic Development Organization
- Migrant and Seasonal Farmworkers
- Veterans
- UI
- TAA/NAFTA
- Carl Perkins (Post-secondary)
- TANF
- Food Stamps Employment and Training Program
- Welfare to Work
- WIA Title IV (Vocational Rehabilitation Act)

The length of this Plan will be _____ through _____.

We agree with the contents of this Plan.

Submitted on behalf of the partners for this Workforce Investment Area.

(Signature) (Date)

(Signature) (Date)

(Name and Title)

(Name and Title)

(Signature) (Date)

(Signature) (Date)

(Name and Title)

(Name and Title)

**IMPLEMENTATION SCHEDULE
PERFORMANCE MEASURE CATEGORIES/INDICATORS**

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

(Signature) (Date)

(Name and Title)

Accepted on behalf of the State of Oregon

(Signature)

(Date)

(Name and Title)