

Oregon's Workforce Development Strategic Plan 2012-2022

Oregon Workforce Investment Board



OREGON AT WORK: QUALITY JOBS – SKILLED WORKERS CONTRIBUTING TO A STRONG STATE ECONOMY AND LOCAL PROSPERITY

Oregon's Workforce Development Strategic Plan 2012-2022

Vision

Oregon at Work: *Quality Jobs – Skilled Workers*
Contributing to a Strong State Economy and Local Prosperity

Goals

- Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.
- Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.
- The workforce system is aligned, provides integrated services, and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers.

Statewide Strategies

Industry Sector Strategies - *Work Ready Communities* - *System Innovation*

These three statewide strategies are aligned with the Governor's vision for prosperity, ensure the system is responsive to industry needs, and promote greater alignment and efficiency among programs and systems.

Outcomes

For Employers

- Oregon employers find the skilled workers they need and retain them.
- Oregon's targeted sectors experience job growth.
- Employers are satisfied with workforce development services and results.

For Oregonians

- Oregon's workers possess the skills and abilities required by business.
- Oregon's workers see higher earnings.
- Workforce development participants are satisfied with workforce development services and results.

For the System

- The workforce system operates with increased efficiency and greater coordination.
- Return on investment*

*outcome to be further defined

What Will Change?

- **Greater accountability** for results through negotiated "compacts" between the Oregon Workforce Investment Board (OWIB) and the Local Workforce Investment Boards (LWIBs) that will specify expected outcomes against which local systems will be measured.
- **Increased budget transparency** so that resources spread across a number of agencies can be targeted more effectively toward achieving statewide goals and local strategies and outcomes.
- **Collaborative implementation** of the plan involving the Governor's Workforce Policy Cabinet, LWIB directors and the OWIB.
- **Robust implementation and communication strategy** that regularly monitors and communicates progress and results to all partners within the workforce development system.
- **Expanded roles for key stakeholders**, including business and labor partners, LWIBs, the Governor's Workforce Policy Cabinet, and local service providers – with the primary focus on improved outcomes for employers and job seekers.
- **Enhanced support for and alignment with education and economic development initiatives**, with workforce development strategies as a critical interface with other critical systems.

Table of Contents

A Call to Action	1
The Urgent Need for Change	1
Plan of Action	4
Vision and Goals	4
Statewide Strategies	6
Industry Sector Strategies	6
Work Ready Communities	7
System Innovation	8
Innovation in Governance and Accountability	10
Innovation in Service Delivery	12
Outcomes	13
Next Steps	14
Accountability for Implementation	14
Timeline	15
Initial Actions	15
The Chair's Call to Action	17
Appendix	19

A Call to Action

In December 2011, Oregon's Governor delivered a powerful charge to the OWIB: transform the workforce development system to achieve better outcomes for Oregon's businesses and for all Oregonians who can and want to work. The Governor's charge is a call to action – to produce a highly-skilled workforce, to advance more people into family wage jobs, and to help Oregon businesses compete in a global economy. To accomplish this, the Governor challenged the Board to create a strategic plan that will result in:

- Greater benefit for businesses and job seekers by eliminating programmatic silos and promoting greater coordination, transparency and accountability.
- Increased opportunities for all Oregonians, including minorities, people of color and those with disabilities.
- Increased decision making about how to use public resources to solve problems at the level closest to Oregon's people – the local level – to the greatest extent possible.
- Expanded public/private partnerships to assure the relevance and long-term sustainability of workforce programs.

This Strategic Plan is the OWIB's response to the Governor's charge. It is a call to action for transformational change in Oregon's workforce development system - from a number of stand-alone programs and agencies to a highly-aligned and integrated system. It builds on Oregon's past successes in workforce development, but challenges the system to move in a new strategic direction that will ensure businesses can find the workers they need to prosper and grow, and that Oregonians will

have the knowledge and skills required to compete for the jobs of today and careers of tomorrow.

The Urgent Need for Change

The great recession of 2008 gave Oregon's workforce system a new set of problems to focus on – unprecedented loss of jobs that will likely never be replaced, high unemployment, long-term job displacement for many workers, and stagnating income. Dynamic shifts are fundamentally restructuring the economy and the workplace:

- **Growing Skill Gaps:** The skills businesses are seeking in today's workplace are outpacing the skills of Oregon's workforce. Even with an overall labor surplus, many employers report that they are unable to find the skilled workers they need. Labor shortages and skill gaps in some industries and occupations threaten Oregon's economic recovery.
- **Lagging Income:** Oregon lacks adequate high wage or "family wage" jobs to provide the quality of life we want for our residents. Wages in Oregon are not keeping pace with the national average.
- **Rapidly Advancing Technology:** Advances in technology are outpacing the capacity of Oregon's traditional teaching and learning system to respond. Workers already on the job are challenged to maintain productivity and learn new skills at the same time.
- **Expanding Globalization:** In today's global economy, businesses can locate, acquire materials, provide services, sell products, and find talent from anywhere. Having a highly skilled and entrepre-

In the old economy people believed that:	In the new economy people believe that:
Being a cheap place to do business was the key.	Being a place rich in ideas and talent is the key.
Attracting companies was the key.	Attracting educated people is the key.
A high-quality environment was a luxury and stood in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key to attracting knowledge workers.
Local areas won because they had a fixed competitive advantage in some resource or skill.	Local areas prosper if people have the ability to learn and adapt.
Economic development was government-led.	Only bold relationships among business, government, and the nonprofit sector can bring about change.

Source: www.neweconomyindex.org

It is very clear that models of workforce development that were effective in past periods of high unemployment will likely not be as effective in the new economy. The consequences for continuing business as usual are profound:

- Closure, relocation, and downsizing of Oregon companies.
- Chronically high unemployment, with people permanently dropping out of the labor market.
- Decreases in the tax base, which creates funding crises for public investments like education, health care, transportation and basic infrastructure – all critical supports to Oregon’s economy.
- Out-migration of Oregon’s young and talented to other states and nations.
- Stagnant or lower wages and increased poverty.

Reality is compelling: the longer we wait, the further behind we become, which means fewer and more limited choices going forward. The status quo is not an option. Oregon’s workforce system must change to better prepare the workforce of today and tomorrow based on the dynamic and changing needs of our economy. The time is NOW.

The Oregon Education Investment Board is developing an education investment strategy to improve defined learning outcomes from early childhood through public schools, colleges and universities. The OWIB will complement these efforts by assuring those not in the education system have the foundational skills to compete for the middle-skill and technical jobs needed to fill the current and projected skills shortage. The workforce system at the local level will leverage activities and resources to support the movement of Oregonians up the ladder of self-sufficiency, ensuring they do not get “dropped” at various transition points, while aligning with the vision and desired outcomes of the state’s education system. (See the Appendix for the visual of the self-sufficiency ladder.)

The OWIB will ensure workforce resources are targeted to high-wage, high-demand occupations in sectors where opportunities are the greatest. This includes innovations, enhancements, and expansion of existing programs such as career pathways, career and technical education, work-based and experiential learning, career readiness, career-related learning experiences, adult basic education, industry-recognized credentials, and apprenticeship.

Goal 2: Employers have the skilled workforce they need to remain competitive and contribute to local prosperity.

Businesses can locate anywhere, so they must perceive value in maintaining their operations or expanding. While the taxation and regulatory climate affects where a business chooses to locate and grow, an increasingly

critical factor is a ready pipeline of skilled and job-ready workers who can be immediately productive in the workplace. To meet this goal, Oregon must invest workforce development dollars into approaches that assure the workforce needs of a range of industry sectors can be addressed statewide and within different local areas. The workforce system must partner with economic development and local industries to better identify skill shortages and industry trends in order to determine which programs and strategies to create, grow, or eliminate. With an adequate supply of appropriately skilled workers, Oregon will be able to recruit new business and industry, retain existing companies and help them grow.

Goal 3: The workforce system is aligned, provides integrated services, and makes efficient and effective use of resources to achieve better outcomes for businesses and job seekers.

Oregon can address the challenges identified in this plan if all workforce programs operate efficiently, without unnecessary duplication, and align toward a common vision, statewide strategies and measurable outcomes. This requires state and local workforce development agencies and boards to continue the shift from a compliance- and program-specific orientation to a highly-integrated, outcomes-based system that makes value-added investments based on community needs. This will also require greater responsibility, accountability, and autonomy for decision making at the local level than the workforce system currently supports.

plan requests that LWIBs and their partners identify key industry sectors based on labor market data and convene or expand partnerships to meet the workforce needs of these sectors. The Workforce Policy Cabinet is asked to identify ways for state agencies to support these efforts.

Specifically, the following sectors will be targeted for priority investments at the state and local levels. This list reflects key industry priorities from the Oregon 10-Year State Plan, plus additional projected high-growth/high-wage sectors as identified by the federal Office of Employment Development. As part of planning for local implementation, LWIBs will determine which sectors to prioritize for workforce investments. Those targets will likely shift over time and others not currently on this list may be added. Also factored into planning will be critical industry “clusters,” such as the wine cluster in the Willamette Valley and the Wind Surfing cluster in Hood River, which cut across traditional industry sectors but are also vital to regional economies.

Strategy #2: Work Ready Communities

While there is a significant body of knowledge related to sector strategies, work ready communities is a relatively new strategy. A work ready community is a community, county or regional partnership certified by a third party as having a skilled and talented workforce. In Oregon, certification as a Work Ready Community indicates that a community is taking steps to ensure its citizens have the talent necessary to staff existing jobs, master new technologies and embrace innovation. Certification signifies that a community wants to transform its economic base and gain a competitive edge in attracting new businesses and jobs.

Work Ready programs have been launched successfully in several states to assess and improve worker skills, reduce employer hiring and training costs, market communities and attract new business. The shared belief among those states is that improving the skills of the current and emerging workforce is a powerful economic development strategy.

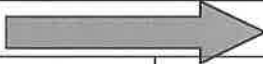
Oregon Key Industries from the 10-Year State Plan including Traded Sectors identified by Oregon Business Development, sectors in which Oregon holds global competitive advantage (indicated by *)
*Advanced Manufacturing, including Fabricated Metals (Transportation Equipment, Medical Equipment)
Natural Resources Industries: Agriculture, Fishing, Food Processing, *Forestry and Wood Products and Nursery Products
*Clean Technology: Biomass, Green Building and Development, Electric Vehicles, Sustainable Transportation, Energy Efficiency, Environmental Technology, Environmental Science, Solar Wave Energy, Wind Energy
*High Technology: Bioscience, Semiconductors, Electronic Components, Software, Educational Technology and Services
*Footwear, Outdoor Gear and Apparel
Distribution and Logistics, Tourism, Aviation, Defense and Creative Industries
Additional Projected High-Growth/High-Employment Sectors (Office of Employment Development): Sectors with projected double-digit growth
Health Services; Trade, Transportation and Utilities; Professional and Business Services

Faced with reduced resources and new challenges, there is no option but to change the status quo. System innovation is not about the creation of something new. It is about getting better results from the resources we have by creating a more agile system that is highly responsive to business and economic cycles.

System innovation is about the workforce system at both the state and local level working together to achieve common outcomes. System innovation will require the workforce system to review and evaluate current programs and processes in light of how these support the greater system goals, and add value to the experiences of customers – businesses and jobs seekers – and the services provided to them. Achieving this requires an aligned and transparent workforce budget that commits resources to regional interests through a local, unified plan, which is based on the state strategic plan.

What is New?

True system innovation results in a highly-integrated approach to skill development that is based on the needs of industry and starts with determining the skills of job seekers (assessment) and leads to successful job placement. It creates greater transparency in budgeting, which allows for more strategic and targeted investments into a set of shared outcomes and a greater ability to hold all those managing workforce investments accountable for achieving the outcomes. It clarifies the roles and responsibilities of all workforce partners at the state and local levels so there is greater alignment of activities within the service delivery system toward the Governor's vision. It provides the momentum to move the system from the current way of doing business to a new approach:

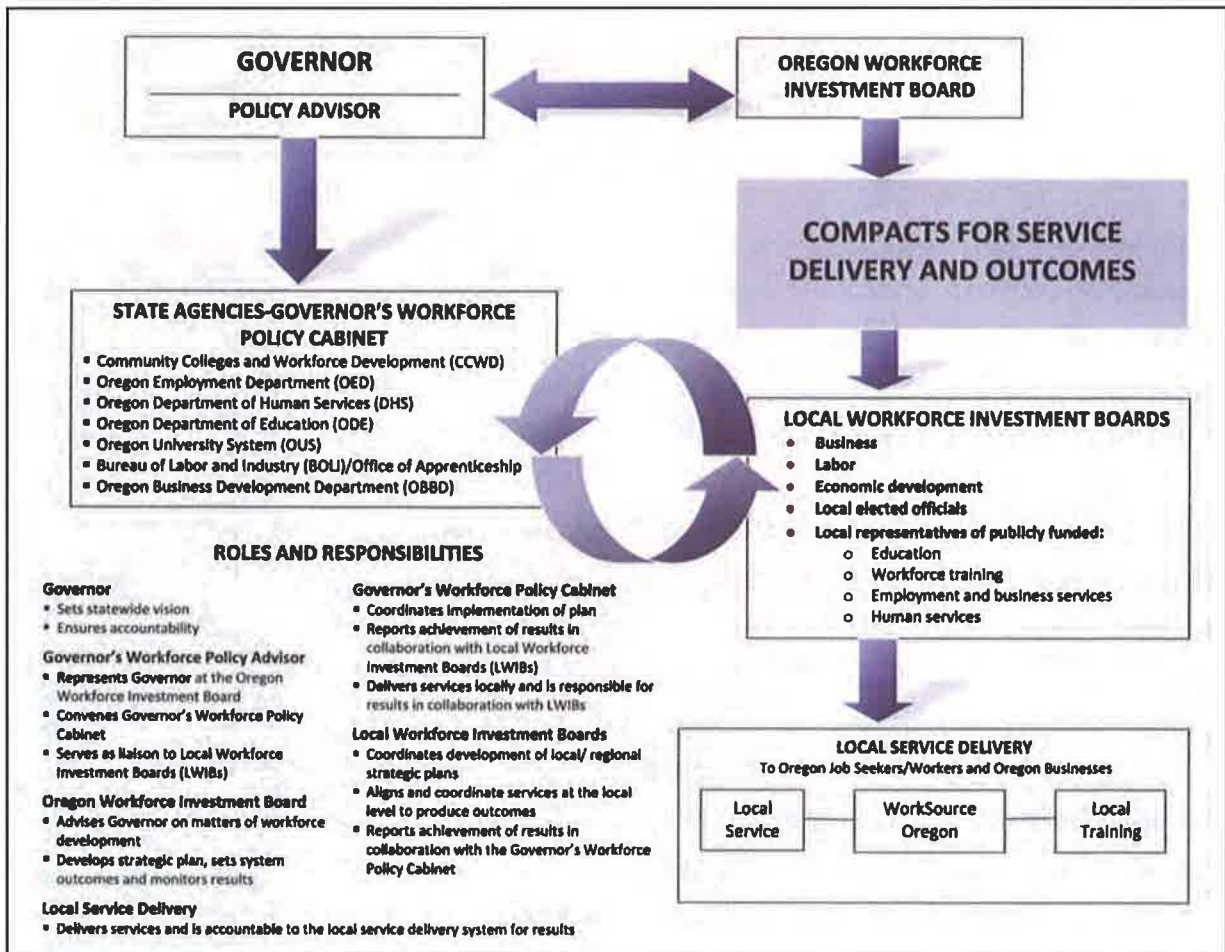
From	 To
Planning based on workforce programs	Planning based on community, business, and job seeker/learning worker needs
Arguments about program silos	Discussions about investments and outcomes
Budgeting on the margins	Budgeting for the use of all workforce resources toward common goals
Debate on what to cut based on level of funding	Debate on how to get better results
Funding agencies and programs	Investing in outcomes for Oregonians

The OWIB recognizes that two aspects of the system that must change in order for system innovation to succeed – (1) governance and accountability, and (2) service delivery.

- a new structure for the Governor's Workforce Policy Cabinet that facilitates implementation of the plan by involving the LWIB directors, the OWIB members leading

specific strategies, and key partners from programs and agencies supporting the strategies in collaborative problem-solving and continuous improvement.

New Governance Structure for Workforce Development



Menu of Local Options for Innovation in Service Delivery

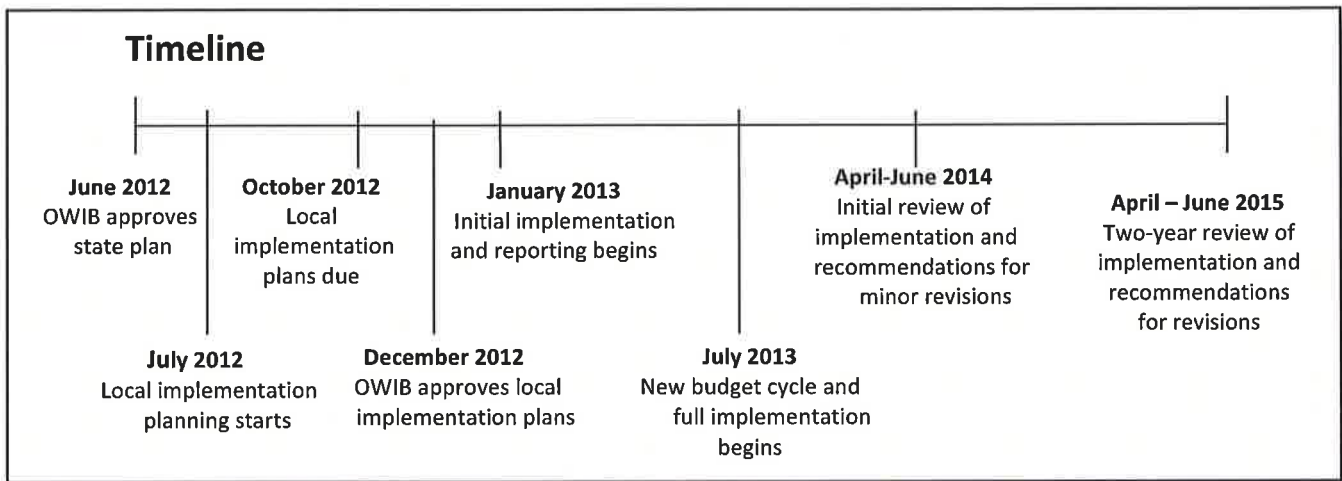
- **Assessment:** Examples – common assessment tools, career advisement.
- **Career Readiness and Preparation:** Examples – Career-Related Learning Experiences, “Essential Skills,” National Career Readiness Certificate (NCRC).
- **Skill Development:** Examples – Online remediation, short-term courses, on-the-job training.
- **Career Pathways and Career Technical/Professional Education:** Examples – Career pathways, dual enrollment, apprenticeship, enhanced STEM skills.
- **Work-Based/Experiential Learning:** Examples – job shadowing/mentoring, internships.
- **Entrepreneurship:** Examples – Small Business Development Centers, entrepreneurial training, business leadership education, mentorship.
- **Case Management:** Examples – Seamless service delivery, information sharing.
- **Technology Utilization:** Examples – data-driven decision making, client-to-product direct interface, self-instructional tools and curricula.
- **Job Placement:** Examples – coordinated job development and placement.

Outcomes

Innovations in governance and service delivery will provide the framework of accountability for achieving a manageable number of statewide outcomes bench-

marked to the long-term vision, goals, and strategies of this plan. (For a full logic model across all plan components, including outcomes, see the Appendix.)

Outcomes	
<p>For Employers</p> <ul style="list-style-type: none"> • Oregon employers find the skilled workers they need and retain them. • Oregon’s targeted sectors experience job growth. • Employers are satisfied with workforce development services and results. <p>For the System</p> <ul style="list-style-type: none"> • The workforce system operates with increased efficiency and greater coordination 	<p>For Individuals</p> <ul style="list-style-type: none"> • Oregon’s workers possess the skills and abilities required by business. • Oregon’s workers see higher earnings. • Workforce development participants are satisfied with workforce development services and results. <ul style="list-style-type: none"> • Return on investment* <p style="text-align: right;"><i>*outcome to be further defined</i></p>



Initial Actions

The following are initial steps key stakeholders in the workforce system will undertake in preparation for implementing the strategies in this plan.

Sector Strategies	
Governor	<ul style="list-style-type: none"> ▪ Align multiple agencies, including their relevant policies and resources, to support targeted sector initiatives. ▪ Direct state agency investments in support of sector strategies via the 10-year budget.
OWIB	<ul style="list-style-type: none"> ▪ Monitor progress regarding strategy implementation and make recommendations for improvement. ▪ Publish results. ▪ Seek additional partners and support for the strategy. ▪ Work with other boards and commissions on the successful implementation of sector strategies
Legislature	<ul style="list-style-type: none"> ▪ Work with Governor and Agencies to remove legislative barriers/create enabling legislation.
State Agencies	<ul style="list-style-type: none"> ▪ Collaborate in producing and using labor market information across agencies to provide up-to-date analysis of industry sectors. ▪ Make the expertise of state agencies available to support sector strategies during the research, planning and implementation phases at the regional level. ▪ Provide budget information, technical assistance and other supports to ensure the success of sector strategies at the local level. ▪ Review and if necessary revise policies/guidance so that staff/contractors can support the success of sector strategies. ▪ Collect, analyze, and publish outcome data related to the strategy.
LWIBs	<ul style="list-style-type: none"> ▪ Identify the sectors that will be supported at the local level. ▪ Coordinate local implementation partners to implement sector strategies based on the needs of local economies. ▪ Develop and monitor local plans related to sector strategies.
All	<ul style="list-style-type: none"> ▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Incentivize private resources to support, sustain and expand sector initiatives.

LWIBs	<ul style="list-style-type: none"> ▪ Work with local partners to clarify how all will work toward identified system outcomes. ▪ Develop, enter into and monitor compacts. ▪ Certify WorkSource Oregon centers. ▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Recommend improvements over time.
All	<ul style="list-style-type: none"> ▪ Develop interim measures for each partner to track its efforts related to sector strategies. ▪ Continue and expand services integration. <ul style="list-style-type: none"> ○ Move beyond the “welcome process” and the focus on job seekers to developing the business services components that will be necessary to support industry sector strategies. ○ Integrate additional partners (for example, DHS self sufficiency programs).

The Chair’s Call to Action

The Oregon Workforce Investment Board is responding to an urgent call to action from Oregon’s Governor:

transform the state’s workforce development system into a highly integrated program aligned to meet the needs of employers and Oregonians who want to work. This is the plan to meet this challenge. From its focus on integrating state agency work plans, through development of compacts between LWIBs and the OWIB, and culminating in a short list of achievable outcomes, this plan provides a powerful strategy for unifying bureaucracies and budgets behind a state-wide vision of Oregon at Work.

– *Rosie Pryor, OWIB Board Chair*

Appendix

Strategic Plan for Oregon's Workforce Development System, 2012-2022

Process for Developing the Strategic Plan

As a first step in developing Oregon's workforce development strategic plan, the Oregon Workforce Investment Board (OWIB), with the involvement of the Governor's Office, contracted to conduct a study or "Report Card." The purpose was to evaluate the effectiveness of the existing plan and implementation process and determine how to refresh and update the plan so the workforce development system has a clear vision and set of priorities. The Report Card documented:

- the environmental landscape that existed at the time the plan was developed,
- the achievements of the implementation effort so far, including documenting actual performance against the desired results in the plan,
- the major factors that impacted implementation during the last five years and the challenges presented by the current landscape, and
- a comparative analysis of other state workforce plans and best practices to identify strategies, and implementation practices that Oregon can learn from and consider for inclusion in its revised plan.

After the Report Card was completed, the consultants met with the OWIB Strategic Planning Committee to develop a vision for improving the plan and the implementation process and a set of summary recommendations for updating the plan. The Governor's Workforce Policy Cabinet and the LWIB directors worked to refine

the vision and recommendations and to provide input into the OWIB and Governor's intentions for the plan. To flesh out and complete the recommendations, the consultants conducted an analysis of the gaps between the current environment and the draft vision.

In December 2011, the Governor kicked off the development of the updated plan by sharing his vision for education reform, economic development, and his charge to the workforce development system to support these statewide priorities. Based on the Governor's charge, the OWIB set a vision and set of outcomes to drive workforce development over the next 10 years. The consultants worked with the Board's Strategic Planning Committee, the Governor's Workforce Policy Cabinet, Local Workforce Investment Board (LWIB) directors, and key strategic partners in education and economic development to develop the strategic framework of the plan and ensure the plan supports and aligns with the statewide priorities and objectives.

LWIBs held planning sessions at the community level to review and gain broad stakeholder input into the statewide strategic framework. The consultants worked with the Governor's Workforce Policy Cabinet, LWIB directors, and the OWIB Strategic Planning Committee to incorporate the local input and prepare the final plan for approval by the OWIB and the Governor.

Bruce Schafer – Oregon University System
Steve Simms – Bureau of Labor and Industries
Jeff Stell – Department of Human Services
Stephaine Taylor – Department of Human Services
Laurie Warner – Employment Department
Greg White – Oregon Workforce Investment Board

Oregon Workforce Partnership

Susan Buell – The Oregon Consortium & Oregon Workforce Alliance
Jim Fong – The Job Council
Chuck Forester – Lane Workforce Partnership
Pat Grose – Job Growers, Incorporated
Clay Martin – Linn-Benton-Lincoln Workforce Investment Board
Andrew McGough – Worksystems, Inc.
Kim Parker – Workforce Investment Council of Clackamas County

Local Planning

Worksystems Inc, (Region 2)

Sharon Birge – The Boeing Company
Kevin Dull – Kaiser Permanente
Steven Morris – Oregon's Technology Business Incubator
Marc Goldberg – Mt Hood Community College
Kimberly Branam – Portland Development Commission
Vickie Burns – Labor's Community Services
Asha Aiello – Springdale Job Corps
de'Drae Cottrell – Oregon Employment Department
Val Valfre, Jr. – Housing Authority of Washington County
Andrew McGough – Worksystems, Inc.

Job Growers Incorporated (Region 3)

Michael Fowler – Cabinet Door Service
Ray Burstedt – SEDCOR
Jody Christensen – McMinnville Economic

Development Partnership
Dean Craig – Personnel Service, Inc
Phil Tompkins – Portland General Electric
Janet Carlson – Marion County Commissioner
Patrick Lanning – Chemeketa Community College
Johnny Mack – Chemeketa Community College
Derek Godwin – Oregon State University Extension Service
Angie Barry – Western Oregon University
Denise Torres – Selectemp
Bobby Canini – CanStaff
Marney Roddick – Cascade Employer Association
Sue Meier – Truitt Bros
Ryan Frank – Norpac Foods
Terry Frazier – City of Salem
Ester Puente – Interface Network
Marin Arreola – Advanced Economic Solutions Inc.
Sue Bloom – Boys and Girls Club
Jenny Aker – Executive Director- HALO
Tom Erhardt – Oregon Employment Department
Danell Butler – Oregon Employment Department
Michael Newstrom – Oregon Employment Department
Jim Booker – Oregon Employment Department
Dan Haun – Oregon Vocational Rehabilitation Services
Tony Frazier – Habitat For Humanity, Mid-Willamette Valley
Nate Aggrey – Job Corps
Craig Bazzi – DeMuniz Pine Street Resource Center
Leanne Reed Spivey – DESI Job Corps
Catherine Todd – Easter Seals Oregon
Janet Norton – Easter Seals Oregon
Michelle Marling – Job Growers Incorporated
Sue Nebrija – Job Growers Incorporated
Katherine Bartlett – Job Growers Incorporated
Pat Grose – Job Growers Incorporated

Dawn DeWolf – Lane Community College
 Linda Dagg – Enterprise Holdings, Inc.
 Debbie Egan – Lane Education Service District
 Sandee Gerber – Twin Rivers Plumbing
 Rocky Hadley – Office of Vocational Rehabilitation Services
 Bob Halligan – Willamette Valley Company
 Shondra Holliday – Oregon Spine and Physical Therapy
 Josh Kimball – Oregon Medical Group
 Jon Kubu – Symantec Corporation
 John Lively – CAWOOD
 Sheri Moore – Springfield City Councilor
 Jim Pfarrer – Oregon Employment Department
 Rosie Pryor – Oregon Community Credit Union
 John Radich – Department of Human Services
 Jeri Ray – Timber Products Company
 Jack Roberts – Lane Metro Partnership
 Annie Sakaguchi – McDonald’s of Springfield
 Debra Smith – Eugene Water & Electric Board
 Faye Stewart – Lane County Commissioner
 Jerry Stiltner – Personnel Source
 Betty Taylor – Eugene City Councilor
 Bob Warren – Business Oregon
 Gary Wildish – Chambers Construction
 Kristen Gunson – Lane Education Service District
 Paul Joiner – Bureau of Labor and Industries
 Maria Thomas – Department of Youth Services
 Dennis Dover – Sheet Metal Workers International #16
 David Bascue – South Lane School District
 Deron Fort – Lane Community College
 Stefan Aumack – Bethel School District
 Thomas Horn – South Lane School District
 Jeff Parker – Northwest Youth Corps
 Chris Parra – Bethel School District
 Sheila Thomas – Lane Independent Living Alliance
 Tasha Zahn – Oregon Employment Department
 Sandra Crawley – Oregon Employment Department
 Rocky Hadley – Vocational Rehabilitation Services
 Jim Pfarrer – Oregon Employment Department
 John Radich – Department of Human Services
 Carol Shoot – Experience Works
 Patsy Raney – Lane Community College
 Laura Lee Feiner – PeaceHealth
 Joshua Burstein – Joshua Burstein Consulting
 John Lively – CAWOOD
 Ingrid Kessler – Emergency Veterinary Hospital
 Glenda Poling – Community and Economic Development, Lane County
 John Bresemeister – Weyerhaeuser
 Barry Marshall – Oregon Medical Group
 Jane Nelson – Weyerhaeuser
 Paul Wynkoop – PacificSource
 Dave Hauser – Eugene Chamber of Commerce
 Deb Chereck – University of Oregon
 Greg Rikhoff – University of Oregon
 Nanette Woods – Agate Health Care
 Brett Rowlett – Lane Community College
 Chris Pryor – United Way/Eugene City Council
 Mandy Devereux – University of Oregon
 Mike Sullivan – City of Eugene
 Milton Oilar – Campbell Commercial Real Estate
 Kristin Sanger – Cottage Grove Community Dev’t Center
 Johan Denecke – Life Technologies
 Jim Lindly – Lane Community College, SBDC
 Claire Seguin – Neighborhood Economic Development Corporation
 Kevin Peterson – Farwest Steel
 Perry Adams – GloryBee Foods
 Patty McConnell – Old Dominion Collision Repair Center
 Debra Smith – Eugene Water & Electric Board
 Chuck Forster – Lane Workforce Partnership

Maureen Thompson – Community Solutions for Clackamas County
Ken Bartus – Garron Grounds
Larry Didway – Oregon City School Superintendent
Jerry Smith – Smith and Associates
Jerry Buzzard – Department of Human Services
Gary Furr – J Frank Schmidt and Sons
Frank Wall – Plumbing and Mechanical Contractors Association
Lisa Brookshier – Pacific Northwest Defense Coalition
Vickie Burns – Labor and Community Service Organization
Howard Klink – Klink and Associates
Janice Chandler – MEC Northwest
Pam Meredith – Training and Development Services Professional
Joanne Truesdell – Clackamas Community College President
Paul Schlumpberger – Pioneer Pump
Tom Previs – Oregon Employment Department
Melissa Hunting – Portland General Electric
Kim Parker – Workforce Investment Council
Deb Zang – Workforce Investment Council
Bridget Dazey – Workforce Investment Council
Jan Filgas – Workforce Investment Council
Stacey Hendricks – Workforce Investment Council
Dave Griffiths – Workforce Investment Council
Kim Freeman – Oregon Employment Department
Ray Hoyt – Clackamas Community College

The Oregon Consortium/Oregon Workforce Alliance (Regions 6, 7, 9, 10, 11, 12, 13, 14)

Joyce Aho – Oregon Employment Department
Julie Gassner – Tongue Point Job Corps
Lori Gates – Tillamook Bay Community College
Henry Heimuller – Columbia County Commissioner
Steve Johnson – OVRs Columbia County

Stephanie Hurliman – Oregon Employment Department
Erik Knoder – Oregon Employment Department
Kevin Leahy – CEDR Executive
Mary McArthur – Col-Pac EDD
Jack McClave – Oregon Employer Council
Karin Miller – MTC Works- Columbia County
Lisa Nyberg – Clatsop Community College
James Penley – Oregon Employment Department
Amy Reiersgaard – MTC Works, Tillamook County
Debby Robertson – Clatsop Community College
David Rule – Portland Community College
Kimberly Ward – MTC Works, Clatsop County
Kristen Wilkin – Clatsop Community College
Jenny Boyle – Department of Human Services
Bob Craft, Yourclassroom.com
Susan Buell – UT&E
Debbie Fitchett – Oregon Employment Department
Amy Kincaid – Vocational Rehabilitation
Jenny Kliver – RFP
Diana Knows – Pacific Power
Wes Melo – Ingram Book- Retired/UTE Board
Kristie Meacham – ODOT
Heather Mitchell – McKillican
Susan Morgan – Douglas County Commissioner
Rheanna Mosier – Employment Trends
Cheri Page, Education
Jim Pfarrer – Oregon Employment Department
Tracy Placido – WC Job Corps
Lonnie Rainville – Cow Creek Government Office
Kristen Sandfort – UIDC
Gwen Soderber – Chase, Education
Sonya Whitten – Clint Newell
Shellie Denison – UT&E
Rena Langston – UT&E
Mandy Spencer – UT&E

Jan Goodyear – Oregon Tech
Debbie Caldwell – Nibbley's Café
Carolyn Eaga – Oregon Employment Department
Randy Shaw – Klamath County Realtors
Perry Andrews – COIC
Matt Balkwill – Oregon Vocational Rehabilitation Services
Amy Hathaway – Business Efficiency Group
Pam Ready – Goodwill
Leonard Nuriz – OFA
Chris Sticker – Klamath County Chamber of Commerce
Chip Massitz – Klamath County Chamber of Commerce
Betty Riley – OFA
Susan Channer – OFA
Randal Norris – Oregon Employment Department
Tom Moore – COIC
Beverly Leigh – Regional Workforce Investment Board
Patrice Goodman – Sykes
Susi Ortega – DePaul Industries
Tara Bishop – CAPECO
Leann Rea – Morrow County Commissioner
Sheryll Bates – Heppner Chamber of Commerce
Joe Eddy – Oregon Employment Department
Susie Calhoun – Vocational Rehabilitation
Derrin Umurger – Clearview
Deborah Hayward – CAPECO
Bob Schroth – Simmons Financial Group
Susan Hughes – Oregon Vocational Rehabilitation Services
Susan Cederholm – Center for Human Development
Teresa Doudy – La Grande High School
Sharon Nelson – Regional Center- EOU
Deb Gargalis – Oregon Employment Department

Dan Stark – Union County Economic Development Corp.
Deborah Beeson – Community Bank
Teri Simonis – Training & Employment Consortium
Dan Koopman – Blue Mountain Community College
Steve Phillips – Malheur ESD
John Hall – Farm Credit
Ron Haidle – Malheur Credit Union
Andrea Testi – Treasure Valley Community College
Joe Eddy – Oregon Employment Department
Ed Susman – Oregon Employment Department
Andrew Crollard – Oregon Employment Department
Daniel Ramirez Fox – Oregon Employment Department
John Briscoe – Department of Human Services
Lisa Norton – Training & Employment Consortium
David Pena – Job Corps
Hilda Contreras – Training & Employment Consortium
Judge Steve Grasty
Tonya Fox
Carolyn Stout
Stephanie Hendrickson
Karen Hendrickson
Jason Johanna

Logic Model for System Change				
Inputs	Goals	Strategies	Outcomes*	Benchmarks
PUBLIC PROGRAMS AND RESOURCES <ul style="list-style-type: none"> - Community Colleges and Workforce Development: WIA Title I-B (Youth, Adult, DW), WIA Title II (Adult Ed & Literacy), Oregon Youth Conservation Corps (state), Carl Perkins Postsecondary - Oregon Employment Department: WIA Title III (Wagner-Peyser - Employment Service, incl. Veterans and Migrant and Seasonal Farmworkers), Trade Readjustment Assistance (TAA), SEDAF - Department of Human Services: WIA Title IV – Vocational Rehabilitation, Comm. for the Blind, Older Americans Act Title V – (SCSEP), TANF/JOBS, SNAP Employment - Department of Education (K-12) Carl Perkins Secondary - Oregon University System: Professional/ Technical Programs in Targeted Sectors/High Demand Occupations, STEM-Related Post-Secondary Programs - Bureau of Labor and Industries: Registered Apprenticeship - Business Oregon programs/resources: Traded Sectors/ Industry Cluster Initiative, various grant programs 	<p>Goal 1: A competitively skilled workforce is consistently available to fill both current replacement and newly developed jobs.</p> <p>Goal 2: Employers attract and retain the skilled Oregonians they need to remain competitive and support local prosperity.</p> <p>Goal 3: The workforce system provides integrated services and exceptional customer service, leading to successful employment for all who can and want to work.</p>	<p>Industry Sector and Cross-Sector Strategies: Critical industry sectors fuel the state's economy. The workforce system must prepare workers within those sectors for today's jobs and tomorrow's careers.</p> <p>Work Ready Communities: Oregon's communities have and can demonstrate the skilled workforce necessary for companies to locate and grow here.</p> <p>System Innovation: Realignment and system capacity-building will be needed to drive change and achieve necessary results. Key focus areas will help organize collaborative planning, promote service integration and improve service delivery.</p>	<ol style="list-style-type: none"> 1. Oregon employers find the skilled workers they need and retain them 2. Oregon's targeted sectors experience job growth 3. Employers are satisfied with workforce development services and results 4. Oregon's workers possess the skills and abilities required by business 5. Oregon's workers see higher earnings 6. Workforce development participants are satisfied with workforce development services and results 7. The workforce system operates with increased efficiency and greater coordination 8. Return on Investment** <p>**Outcome to be further defined</p>	<p>More and Better Jobs for Oregonians</p> <ul style="list-style-type: none"> - Reduced unemployment a. Annual Rate b. Percent of U.S. rate - Growth in the # of jobs - Increase in average wages - More Oregonians above 200% of poverty <p>Better Skills for Oregonians</p> <ul style="list-style-type: none"> - Progress toward 40-40-20 by 2025 <p>More competitive businesses</p> <ul style="list-style-type: none"> - Businesses served in targeted industry sectors/clusters are retained/grow <p>Better Workforce System</p> <ul style="list-style-type: none"> - Benchmark to be developed
WORKFORCE INVESTMENT BOARDS BUSINESS LABOR OTHER COMMUNITY RESOURCES				

* Performance measures will be developed to help the system monitor progress toward the outcomes

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