

**LOCAL STRATEGIC UNIFYING
WORKFORCE PLAN
AND
CONTRACT**

FOR

**THE LOCAL WORKFORCE PARTNERS
REGION 15:
WORKFORCE INVESTMENT COUNCIL OF CLACKAMAS COUNTY**

TWO-YEAR PLAN

JULY 1, 2007 – JUNE 30, 2009

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PROPOSED 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
March 6 – April 3, 2007	Local Plan Public Comment Period
April 2 – 13, 2007	Time for Local Workforce Investment Board to make any Plan changes due to Public Comments
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 composed 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	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
June 15, 2007	Local and State Signature Process - OWIB Approval of Local Plans

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 result in additional questions to this planning guide.

LOCAL WORKFORCE UNIFYING PLAN – PART 1

A. VISION (20 CFR 661.345)

1. Describe your vision for your local workforce system.

Our Vision:

The Workforce Investment Council of Clackamas County, Inc. (WICCO) is a leader in innovative, demand driven workforce solutions for businesses within Clackamas County and the State of Oregon.

Our vision is to develop and implement talent development strategies that support economic growth in our local and regional economies. We recognize the skill needs of business and industry are changing as a result of innovation and technology. In order to anticipate the needs of business and our regional economy, we understand the need to continuously engage in comprehensive and strategic planning to address the present and projected economic conditions of our local and regional community.

In Region 15, a workforce region designated by the Governor of Oregon, we pride ourselves on the role the Workforce Investment Council of Clackamas County, Inc. (WICCO) plays in creating strategic priorities for the One Stop system and the larger workforce development system. In our region we enjoy strong business representation on both the local workforce investment board and the economic development board. In addition, we actively participate with the Clackamas County Business Alliance (CCBA) and industry led associations. These strong business partnerships ensure implementation of the Department of Labor's (DOL) vision of a business led, demand-driven workforce delivery system.

Similar to the Department of Labor, now that we have fully implemented the demand-driven model, we are ready to step up to the next stage of implementation: talent development to meet the needs of high demand/high wage industries that lead to the overall economic development of our local and regional communities. In Region 15 (Clackamas County), workforce development, economic development, and our education and training partners are attuned to the workforce challenges of our area and we are motivated to implement solution-based strategies. Additionally, our local elected officials and congressional delegates support our talent development strategies.

These collaborative efforts illustrate the power of the public workforce system to implement talent development strategies that support sustained economic growth and job creation in both the regional economy and the global economy.

In partnership with Clackamas County Economic Development, the WICCO and economic development share the same guiding principles for Region 15:

I. The workforce development system operates as a talent development system with a goal to create an educated and prepared workforce.

In a growing economy, the workforce development system has an opportunity to play a critical role in fueling business competitiveness by developing talent. When we prepare workers to take advantage of new and increasing job opportunities in high growth – high demand occupations, vital sectors of our economy will thrive.

Our talent development strategies will include:

- Developing a pipeline of young workers through alignment of high school, community college, apprenticeship, and work-based learning
- Building and filling career pathways with new and incumbent workers
- Accessing new and/or untapped labor pools
- Transition workers from declining industries
- Developing strategies for retaining incumbent workers and updating their skills
- Engaging business in the development of these strategies

II. The workforce development system acts as an economic development resource

Global competitors will eventually and inevitably overtake any company that stops improving and innovating. Ultimately, the only way to sustain advantage is to upgrade the knowledge and skills of the workforce.

In order to strengthen workforce and economic development partnerships, our vision is to leverage respective expertise and resources to recruit, retain, and grow our business community and economy. We understand that a skilled workforce is the key to attracting higher wage and high growth industries to Clackamas County.

Our workforce and economic development strategies will include:

- Supporting our local and regional clusters
- Merging workforce development and economic development priorities in support of business recruitment, growth, and retention efforts
- Increasing use of the public workforce development system by business through meeting their recruitment needs
- Identifying resources for both business growth and cluster initiatives, including high performance practices in the workplace

III. The workforce development system maintains a demand-driven focus

The workforce development system must operate as a seamless system functionally organized around service delivery rather than an array of separate programs with separate processes. This goal is achieved when we:

- Ensure businesses have a ready supply of trained workers whose skills and talents are aligned with the expectations and needs of business and industry;
- Connect businesses with the resources they need to grow their workforce and their business; and

- Provide the resources to help Oregon's unemployed and underemployed get connected with the employers that are right for them, find the jobs they're looking for and get trained for jobs they want.

a) How does your vision build upon and integrate the OWIB strategic Plan, “Winning in the Global Market”? How does your vision support the strategic goals of the OWIB plan?

The Oregon Workforce Investment Board (OWIB) outlines three specific goals:

Goal 1: Ensure all Oregon employers have a competitive workforce advantage in the global market.

Goal 2: Prepare an agile, innovative workforce with the skills needed to succeed in the knowledge-based economy.

Goal 3: Build a flexible, unified workforce education and training system that consistently exceeds customer expectations.

The key to reaching these goals is implementing strategies at the local level. It is our pleasure to provide our vision of how Region 15, the Workforce Investment Council of Clackamas County, Clackamas County Economic Development, Oregon Employment Department, educators and the service provider community will support the OWIB strategic plan.

In concert with the OWIB, we believe guiding principles for system design and implementation should be:

1. Demand-driven
2. Outcome-based
3. Innovative
4. High-Performing
5. Agile and Flexible
6. Customer-focused
7. Accessible
8. Partnership-based
9. Local-state collaboration

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By 2010, Oregon has a competitive advantage in the global marketplace due to our highly skilled, innovative workers.

WICCO's Alignment with the OWIB Strategic Plan

GOAL 1: Ensure ALL Oregon employers have a competitive workforce advantage in the global market.

Local Objective 1: Increase worker placement, retention & advancement by:

- 1.1.1 Meeting or exceeding federal performance standards
- 1.1.2 Encouraging the use of career pathways for advancement opportunities

Local Objective 1.2: Expand the size and quality of the labor pool

- 1.2.1 Recruit and register new applicants to the iMatch system
- 1.2.1 Target high school and community college students, job fair participants, and others for iMatch registration

Local Objective 1.3: Increase the number of employers with high-performance practices

- 1.3.1 Continue to use the available resources of the Workforce Response Team and our economic development partners to award grants to employer for the purpose of "skilling-up" their current workforce
- 1.3.2 Identify and prioritize our local cluster/consortia projects
- 1.3.3 Expand business participation in consortia and clusters

GOAL 2: Prepare an agile, innovative workforce with the skills needed to succeed in the knowledge-based economy.

Local Objective 2.1: Ensure emerging and transitional workers have the core skills required by Oregon businesses

- 2.1.1 Engage business as a key partner in drop out prevention, school to work efforts, and work readiness certification efforts

Local Objective 2.2: Ensure workers have the skills required to be productive in the workplace

- 2.2.1 Maintain efforts to focus on career technical education
- 2.2.2 Expand efforts with apprenticeship programs

Local Objective 2.3: Close the skills gap by providing every worker access to affordable life-long learning opportunities

- 2.3.1 Increase focus in high-demand industries and occupations
- 2.3.2 Build upon existing public-private partnerships to build career pathways and to fill those pathways with students

GOAL 3: Build a flexible, unified workforce education and training system that consistently exceeds customer expectations.

Local Objective 3.1: Increase strategic alignment of education, job training and economic development in support of industry clusters

- 3.1.1 Identify and pursue shared goals in relation to workforce development

2. Identify the roles and responsibilities of the workforce partners and how they were determined.

The matrix on the following page aligns the work of our partners with the stated system goals in the vision section above. As you can see by the multiple objectives assigned to each partner, our workforce partners are fully engaged in developing the workforce system. Roles were determined by each partner after reviewing the vision document. The One Stop partner functions and roles are presented in detail in **(Attachment A-8a)** Memorandum of Understanding.

(Continued on next page)

Workforce Partner Roles

Business EDGE	2,4,5,6,7,9,11
Career and Employer Resource Center (CERC)	1,2,3,4,8,11,12
Clackamas County Business and Economic Development	2,5,6,7,8,9,11,12
Clackamas County Social Services	3, 4, 10, 11
Clackamas ESD	2,4,8,9,10,11,12
Community Solutions for Clackamas County	1,2,3,6, 8, 9,10,11, 12
C-TEC Youth Services	1,2,8,9,10,11,12
Customized Training	1,2,5,6,7,9,11
DePaul Industries	1,4,11
DHS – Food Stamps - TANF	1,2,3,4,6,9
DHS - OVRs	1,2,3,11,12
Easter Seals	1,2,3,11
OED	1 - 12
One Stop	1 - 12
Timber Lake Job Corps Center	1,2,3,4,6,7,8,9, 10,11,12
Workforce Development Services (CCC)	1,2,3,6,9,10,11,12
Workforce Response Team	5,7,11
WorkSkills Center	1,2,9,11

System Objectives for 2007 – 2009

1. Meeting or exceeding federal performance standards
2. Encouraging the use of career pathways for advancement opportunities
3. Recruit and register new applicants to the iMatch system
4. Target high school and community college students, job fair participants, and others for iMatch registration
5. Continue to use the available resources of the Workforce Response Team and our economic development partners to award grants to employer for the purpose of “skilling-up” their current workforce
6. Identify and prioritize our local cluster/consortia projects
7. Expand business participation in consortia/clusters
8. Engage business as a key partner in drop out prevention, school to work efforts, and work readiness certification efforts
9. Maintain efforts to focus on career technical education
10. Expand efforts with apprenticeship programs
11. Increase focus in high-demand industries and occupations
12. Build upon existing public-private partnerships to build career pathways and to fill those pathways with students

B. STRATEGIC PLAN (20 CFR 661.345)

1. Describe the strategic plan and goals that have been developed by the board to meet the vision, including such elements as: *(to be completed after March 15 Board retreat)*
 - a) One-Stop delivery system/partnership issues,
 - b) issues relating to gaps in services to employers and job seekers.
2. What strategies will your area use to achieve your goals? Strategies may address system governance, partnerships, and service gaps as identified above.

The WICCO Board will use a combination of strategies to achieve our goals. First, the WICCO Board will convene a working retreat to develop a work plan detailing specific actions items for the board and for the providers by which to achieve our goals.

Second, the WICCO Board conducts the Annual Workforce Dinner. The Annual Workforce Dinner serves as a platform to share our vision of workforce development and our goals to achieve our vision with the Clackamas County community. A key element if this event is a call to action to the business community to partner with us in achieving our goals by either serving on the WICCO Board or providing internship opportunities or other resources.

Finally, we will continue development of our demand-driven, business services model to meet the needs of employers and workers by focusing on partnership development. We will work to strengthen public-private partnerships by nurturing the support and growth of clusters. We will work toward full expansion of sector development in the Transportation/Logistics and Manufacturing pathways. We will begin development of an Agriculture/Natural Resources/Sustainability roadmap and pathway. We will focus on filling the workforce pipeline by promoting Career and Technical Education; exploring efforts to expand apprenticeship involvement; and, engaging business as a key partner in work-readiness certification and internship efforts.

3. How will you further develop the region's education and training to help all workers, including:
 - a) Emerging Workers
 - Promote utilization of the Clackamas County One-Stop Resource Center and Employment Made Possible (EMP) by businesses seeking entry-level workers
 - Support Youth Academy and encourage efforts to expand
 - Identify and pursue methods of expanding focus of summer employment project to include Non-WIA youth
 - Identify and pursue opportunities for education and industry collaboration through internships
 - Outreach to all HS students through speakers, informational material about articulation into job training and job opportunities

- Encourage opportunities for career-related learning and engagement in career pathways for underserved youth
- Educate school administrators, counselors and parents about career exploration, and incorporating career pathways into course planning. Emphasize high skill, high wage pathways leading to family wage employment opportunities
- Support outreach efforts of our partners – Clackamas County Business and Economic Development, Clackamas County Educational Service District, Clackamas Technical Education Consortium

b) Transitional

- Continue work on the Basic Workforce Readiness Statement (BWRS). The BWRS is an assessment of new workers foundational behavioral skills (time management, interpersonal relations, attendance, appearance, problem solving) and basic skills in math, reading and locating information. The BWRS is a useful tool for employer recruitment and selection. The Board may choose to add a drug-free requirement to the BWRS.
- Explore ways to connect special populations such as TANF participants, non-native English speakers, and people with barriers to career pathways and trainings options
- Continue pathways development further defining career ladder options for the adult and dislocated workers populations
- Develop and pilot a project to merge training and employment so each occurs simultaneously. Targeting the manufacturing industry, the pilot will combine Occupational Skills Training (OST) program with the WIA On-The-Job Training (OJT) Employment program. Leveraging Workforce Investment Act (WIA) funds with college support funds to address the skills gap and worker shortage in high-demand industries in Region 15.
- Continue co-location of workforce staff at One Stop to identify job seekers needing WIA services to be successful.

c) Current Workers

- Continue outreach efforts to the business community to promote incumbent worker training grants as a way to ‘skill up’ the current workforce to maintain the competitive edge in the global economy
- Direct customer flow and service development by sector choices, focusing on high wage, high demand occupations.

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

a) career pathways,

Career pathways will be integrated into our workforce development system by expanding the work to map secondary to post-secondary course alignment/ articulation by career pathway. We will accomplish this goal by expanding both the number of schools with course alignment as well as the number of pathways with course alignment

at each school. Currently in Clackamas County, we have five high schools with forty-two pathway planners. Planners at all twelve Region 15 high schools (including Clackamas Community College's high school program) are in progress. The total number of planners will increase to ninety-six after all twelve schools are completed. Areas currently included in this project are Healthcare, Retail, Engineering and Technology, Criminal Justice, Computer Science, and Horticulture.

Additionally, we will create and disseminate career pathway information to our workforce partners and the community utilizing key contact points such as the One Stop, school counselors, parents, students, and TANF clients to reach the target audiences. This strategy will result in an expansion of a skilled workforce targeted toward high wage, high demand jobs.

iMatch is a part of this solution. When we are successful at expanding labor pools from each career pathway, we will steer business to the iMatch system to find the skilled workers they are seeking.

We will also continue to seek out grants, State Incentive Funds, and State Pathway Alliance funds to continue pathway development.

b) Workforce consortia

The formations of consortia are a natural outcome of the collaborative efforts among the workforce partners in Clackamas County. WICCO will continue to foster existing consortia relationships while seeking additional opportunities to encourage consortia development and funding. Listed below are brief descriptions of current consortia involvement and proposed efforts.

- **Truck Driver Shortage Solutions Consortium (TDS)** – The Truck Driver Shortage Solutions Consortium is an industry cluster that came together to find solutions for the truck driver shortage. The 12 competitive transportation companies came together to develop strategies to increase the interest in truck driving as an attractive career option; to find ways to transition warehouse workers to drivers; and to maintain, and develop, top quality driver training. The TDSC is the recipient of three grant awards.

Project SHIFT (Solutions and Hiring Improvement For Trucking) is a three-year **\$848,486** grant to develop curriculum and training programs in several areas: incumbent worker training; safety, customer service and delivery skills; and, K-12 continuum of education by creating career pathways activities.

The **Employer Workforce Training Fund grant directs \$13,407** for a cash-match of tuition costs of current warehouse workers to receive truck driver training at the International Institute of Transportation Resource Inc. (IITR)

The **Governor's Strategic Training Funds** grant awards **\$39,513** to conduct a Train-the-Trainer class to teach driver-training supervisors teaching skills, as well as train warehouse workers to become truck drivers.

- **Manufacturing 21 Consortium** - The Manufacturing 21 Coalition is an industry-led coalition determined to create a highly skilled workforce and to increase the capacity for applied research and development to support competitive manufacturing companies.
- **Pacific Northwest Defense Coalition- (PNDC)** Headquartered in Clackamas County, PNDC is a group dedicated to establishing a cluster of defense-related companies based in Oregon and Washington. The mission of the PNDC is to foster regional collaboration between government and industry for the purpose of job creation and new product innovation. The PNDC was conceived and founded in early 2005. Members gather on a regular basis for business meetings, training workshops, and networking events.

b) target populations that include TANF service delivery, and TANF staff is located at the One Stop. As part of the co-location agreement they are able access iMatch and enroll all TANF/JOBS clients in the system. This process allows TANF/JOBS clients to take advantage of employment and training opportunities and to improve job placements. Information regarding recruitment opportunities and job fairs are circulated within the workforce system, including TANF/JOBS clients. The Transportation/Logistics pathways, working with Community Solutions, is exploring ways to connect graduates of the Transportation Reaching People program to additional training options or jobs within the Transportation/Logistics pathway.

c) economic development activities
 Collaboration and communication are key strategies for Region 15. As our workforce development system evolves, identifying common issues with our partners, and developing a single, consistent message to stakeholders maximizes our efforts. We will continue to work closely with the Clackamas County Business and Economic Development Commission on our shared goals of promoting the development of a well-trained, educated workforce by raising awareness of model education, training, and workforce programs and by supporting the efforts to connect business and education. Through our Rapid Response Team, we are exploring ways to further develop our relationship with the Clackamas County Business and Economic Development in an effort to develop strategies for layoff aversion and job retention.

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

WICCO is fortunate to have both business and education eager to work together on solving workforce issues. In addition to opportunities to serve on the board or attend public board meetings, we are engaging our business and education partners by seeking their expertise on Professional Technical Advisory Committees, project design, development and implementation. Described below are a few examples of the projects our business and education partners help implement.

Basic Work Readiness Statement – Our business partners are involved in pilot testing a Basic Work Readiness Statement (BWRS). The BWRS is an assessment of new workers foundational behavioral skills (time management, interpersonal relations,

attendance, appearance, problem solving) and some basic skills in math, reading and locating information. The BWRS is a useful tool for employer recruitment and selection as well as informing you of why and how to improve employability. The Board may choose to add a drug-free requirement to the BWRS.

Summer Youth Academy – A true partnership between education and business. After completing foundational work readiness skills and industry-specific training, WIA-enrolled youth are partnered with local businesses for a six week paid summer employment opportunity in the Retail, Manufacturing, or Professional Services (office_ industries. In 2007, the SYA will add Transportation/Logistics to the list of available employment options.

Project AWARE – The AWARE project (Advancing Workforce Awareness, Readiness, and Experience) serves to build a comprehensive, industry specific outreach plan to connect businesses with young people in schools and other youth programs for the purpose of advancing workforce awareness, readiness, and experience in a specific industry. It is designed to be piloted in the Retail and Manufacturing industries, but replicable in additional industries.

Nurture Cluster Development – Region 15 utilized Regional Technology Strategies (RTS), a technical assistance provider offered through the State to analyze cluster development and potential in Clackamas County. The RTS analysis of county business patterns highlights several sectors with location quotients over 1 which means there is an above average concentration of companies and/or employees as compared to other regions.

Pacific Northwest Defense Coalition- (PNDC) Headquartered in Clackamas County, PNDC is a group dedicated to establishing a cluster of defense-related companies based in Oregon and Washington. The mission of the PNDC is to foster regional collaboration between government and industry for the purpose of job creation and new product innovation. The PNDC was conceived and founded in early 2005. Members gather on a regular basis for business meetings, training workshops, and networking events.

Pathways to Apprenticeship – We will begin conversations with our union and labor representatives to explore expansion of apprenticeship opportunities.

Business EDGE - Members will continue to work collaboratively with the Clackamas County Business and Economic Development team, the Workforce committee, and local educators to map opportunities for business and education to interact.

Clackamas County Business Alliance and Chambers of Commerce - We will ask for their participation in aligning efforts for education and workforce discussions.

Business and Industry Advisors - Clackamas Community College instructional personnel and C-TEC consortia members continue to meet with their respective business and industry advisory committees on workforce and curriculum needs.

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

The workforce development system is comprised of a large community of stakeholders – primarily employers, economic development, education, labor and government. Each stakeholder plays a vital role in the development of policies and actions of the board and workforce providers. Business and labor drive the actions of the WICCO Board by communicating their demand for workers with specific skill sets to help them maintain a competitive edge in a global economy. More specifically, opportunities for business and labor include:

- a) Serving as a Board members of the local workforce investment board, with voting rights to shape policy and actions
- b) Serving on WICCO committees to fully discuss strategies to accomplish Board and provider goals
- c) Serving as a member of the WICCO Youth Council, providing input on skill sets for the future workforce
- d) Recruiting additional business and labor representatives to serve on the WICCO Board
- e) Acting as ‘Workforce Ambassadors’ explaining the goals and needs within the region

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

WICCO'S demand-driven, business services model keeps us centered on meeting the needs of business and labor to find qualified, work-ready employees for high-demand occupations. To this extent, we have invested our workforce development funds in building career pathways within industry sectors identified as high-demand in our region. The high demand sectors include Manufacturing, Transportation/Logistics, Retail, Healthcare, Utilities, and Professional Services.

Our two year action plan includes continued development of tools and resources for each of these sectors by:

- Meeting with industry representative business committees
- Researching and developing roadmaps with business input for new sectors
- Completing career pathways course alignment to guide jobseekers toward high-demand, self-sufficient jobs
- Prioritize training in the high-demand jobs
- Creating student career planners for individual high schools to identify course gaps students need to start a pathways program into a high-demand occupation
- Modifying curricula to attract special populations, including non-native English speakers to these sectors

- Marketing pathways to the public, emerging and transitional workers, and to the businesses that drive the demand

Recently, we achieved measurable results toward filling the high-demand occupations. The following table summarizes adult and dislocated workers receiving training by sector in aggregated totals for program year 2005 and the beginning of our current program year, 2006.

ADULT and DISLOCTED WORKERS IN TRAINING 2005 – Q2, 2006 by Percentage in Industry Sector			
Health Care	30.72%	Retail	11.04%
Manufacturing	8.44%	Transportation / Logistics	12.44%
Professional / Business Services	16.68%	Other	20.68%

Data does not capture trainees who received training paid for with funds other than WIA, or for whom only WIA support services were provided.

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

Representatives from all three systems serve on the Clackamas County Economic Development Commission. Representatives from economic development, employment, and education meet bi-weekly as part of the Business EDGE to align with EDC goals, WICCO goals, and business requests in collaborative and innovative ways.

9. What are the strategies for continuous improvement?

Currently, our continuous improvement system monitors for WIA compliance, similar to the annual monitoring conducted by the State. In order to move from compliance monitoring to a continuous improvement model, the board has asked each of its committees to develop a Return On Investment evaluation tool. Committee recommendations will drive data elements collected and reviewed. After the data review process, WICCO and its providers will create a continuous improvement plan. Listed below are a few of the data elements we are considering as the system begins to reach maturity:

- 1) Establishing costs estimates by industry and targeted training within that industry
- 2) Establishing program capacity determinants
- 3) Establishing a target number of ITA written each year for specific industries
- 4) Establishing method to measure impact on industry to maintain a steady rate of entrants.
- 5) Consider prioritizing either the growth or replacement as WIA funding is not adequate to address entire need
- 6) Develop budgets identifying intensive, training, and supportive service allocations based on prior year spending trends, current year projections, and industry priorities

- 7) Explore additional funding strategies for target industries. Consider working with industry partners to create loan programs, group discounts, or some other cost sharing strategy with our industry partners

Data currently collected, in addition to the required performance data, includes an annual Business Satisfaction Survey from the Business EDGE; follow-up and feedback surveys from Rapid Response businesses served; a matrix describing development on sector plans provided by Workforce Development Services.

Additionally, the Youth Services Coordinator gathers and analyzes participant data on at least a quarterly basis. Monthly meetings with youth service providers allow a venue to identify gaps in services and develop continuous improvement plans. Finally, C-TEC Youth Services participates in youth and workforce-related consortia to identify gaps in regional workforce strategies and create community partnerships to fill system needs. For example, C-TEC Youth Services has been an active consortia member of the Truck Driver Shortage Solutions Consortium (TDSSC) and has assisted in the implementation of Project SHIFT.

A. **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.**

Region 15 (Clackamas County) is projected to add nearly 22,000 new jobs from 2004-2014. The highest growth industries in the region are expected to be in **construction, retail trade / wholesale trade, professional and business services, health care and social assistance, and accommodation and food services**. These five, broad industries will add over 14,000 new jobs (65%) to the region during the next decade.

The table to the right shows broad industry employment with the *highest* growth industries highlighted. For planning purposes, Region 15 focuses on industries with growth over 15 percent if there are 100 or more openings. The industry projections show the number of new jobs that will be created and does not capture replacement openings.

Broad Industry	Emp 2004	Emp 2014	Emp Change	% Change
Total nonfarm employment	134,170	156,050	21,880	16.3%
Total private employment	117,910	138,560	20,650	17.5%
Natural resources and mining	190	190	0	0.0%
Construction	9,520	11,630	2,110	22.2%
Manufacturing	17,800	18,450	650	3.7%
Wholesale trade	10,050	11,460	1,410	14.0%
Retail trade	16,350	19,380	3,030	18.5%
Transportation, warehousing, and utilities	5,530	6,710	1,180	21.3%
Information	1,590	1,830	240	15.1%
Finance and insurance	5,770	6,830	1,060	18.4%
Real estate and rental and leasing	3,570	3,870	300	8.4%
Professional and business services	14,550	18,330	3,780	26.0%
Educational services	1,560	1,950	390	25.0%
Health care and social assistance	13,790	17,440	3,650	26.5%
Arts, entertainment, and recreation	1,870	2,160	290	15.5%
Accommodation and food services	10,530	12,350	1,820	17.3%
Other services	5,240	5,980	740	14.1%

- 2) **What are the projected workforce trends for your area for the next 2 years? What are the projected top three workforce needs of business for your area?**

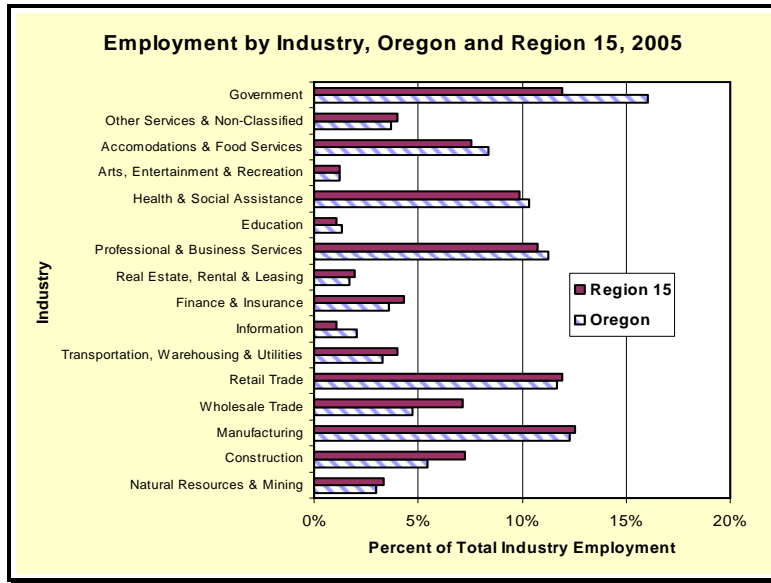
Oregon's job growth in 2006 has grown at a faster pace than the U.S., which is forecast to grow 1.4 percent. In 2007, statewide employment is forecast to grow significantly slower, growing 1.3 percent. The slower growth forecast for 2007 is the same as the U.S., which is forecast to grow 1.3 percent. The forecast for 2008 is predicting continued slow employment growth for Oregon, growing 1.6 percent.

Region 15's employment growth in 2006 has been faster than the statewide growth. It is likely that Region 15 will follow the statewide trend in 2007 and 2008, and have faster job growth than the region has experienced in recent years following the recession from 2001 to 2003, even though overall job growth is expected to be slower.

Graphs one and two compare the percentage of employment by industry and percentage employment by occupation for Oregon and Region 15.

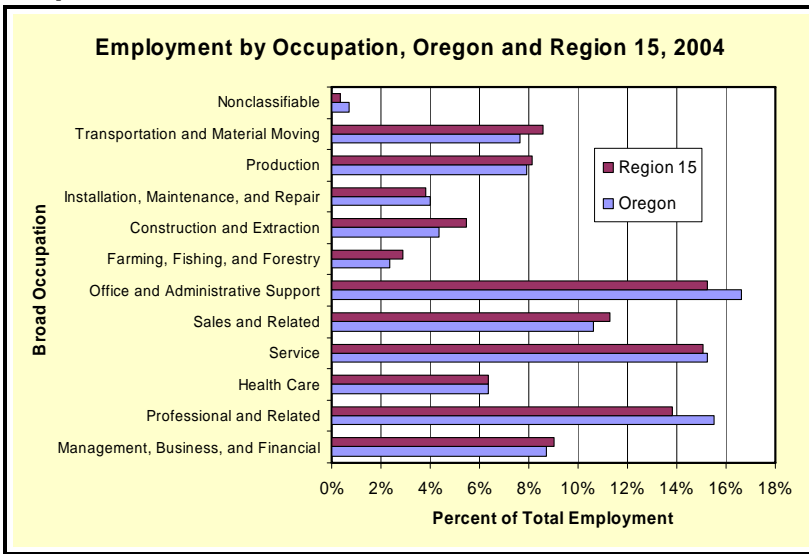
Graph 1

Employment by *industry* shows a few trends that distinguish Region 15 from the rest of the state. The region had a significantly larger portion of industry employment in wholesale trade and construction than the state in 2005 (Graph



1). The region had a higher than state portion of *occupational* employment in transportation, construction, farming, and sales in 2004 (Graph 2). The occupations representing the highest overall percentage of workers includes office and administrative support and administrative support and service.

Graph 2



According to the 2002 Oregon Employer Survey, the main skills that employers felt that they would need in the next five years included computer software application skills (top of list), followed by Spanish language skills, problem solving, critical thinking skills, supervisory,

management, and leadership skills, and interpersonal skills.

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.

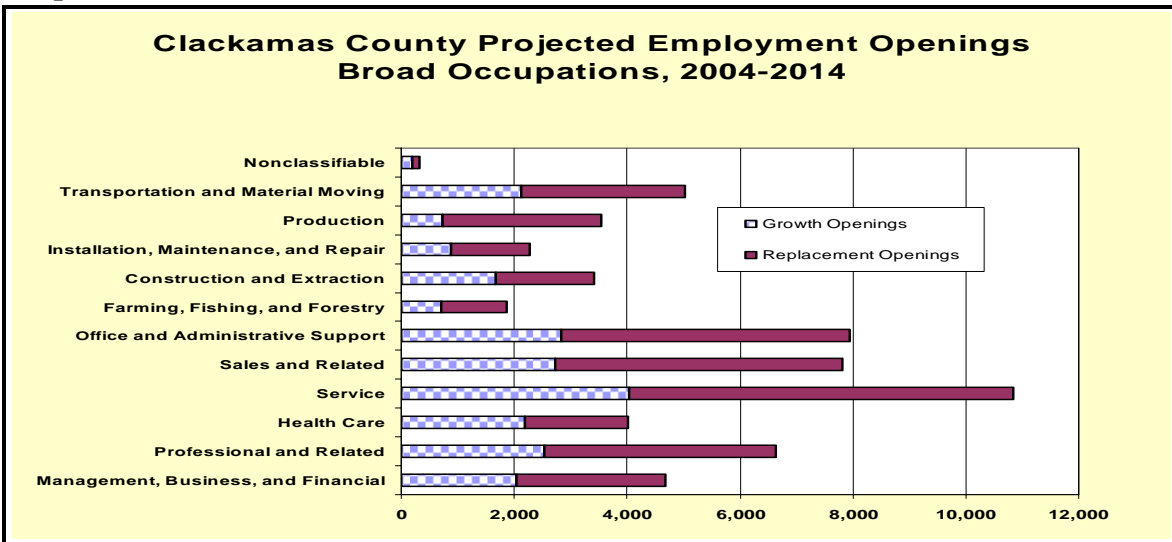
Table two shows employment by major occupation groups. While Clackamas County projects a 16 percent increase in *growth-related* jobs from 2004-2014, the same

Table 2

Employment by Major Occupational Groups, Region 15						
	2004 Employment	2014 Employment	Percent Growth	Growth Openings	Replacement Openings	Total Openings
Total Employment	138,877	161,577	16%	22,700	35,688	58,388
Management, Business, and Financial	12,544	14,593	16%	2,049	2,621	4,670
Professional and Related	19,181	21,724	13%	2,543	4,088	6,631
Health Care	8,804	11,000	25%	2,196	1,815	4,011
Service	20,919	24,962	19%	4,043	6,807	10,850
Sales and Related	15,654	18,373	17%	2,719	5,103	7,822
Office and Administrative Support	21,195	24,033	13%	2,838	5,114	7,952
Farming, Fishing, and Forestry	3,984	4,703	18%	719	1,158	1,877
Construction and Extraction	7,585	9,249	22%	1,664	1,742	3,406
Installation, Maintenance, and Repair	5,336	6,222	17%	886	1,384	2,270
Production	11,274	12,012	7%	738	2,814	3,552
Transportation and Material Moving	11,930	14,051	18%	2,121	2,910	5,031
Nonclassifiable	471	655	39%	184	132	316

projections show a 26 percent increase in *replacement* job openings that account for 61 percent of all projected openings. Growth openings account for 39 percent of the total projected job openings. The highest level of growth, 25 percent, is projected to be in health care with replacement at 20 percent of the growth. Construction and extraction employment is expected to see a 22 percent increase from growth with 23 percent replacement projection. The lowest projection of growth exists with production jobs at 7 percent although a 25 percent replacement figure keeps projected employment from decreasing. Graph 3 shows the ratio of growth to replacement openings.

Graph 3



Highest Growth Occupations in Region 15

Table three shows that seventy percent of the top 20 occupations with the highest job openings in Clackamas County are expected to be in sales (26.5%), office and administrative support (18.9%), food preparation and serving (14.3%), and transportation and material moving (18.6%). The majority of new job openings will earn less than \$30,000 a year, although there are a fair number of medium and high wage job openings. The medium to high wage job openings (\$37,000 – 95,000) require a mix of education from specialized occupational training (truck/transportation, carpentry) to higher education degrees (elementary school teacher, general operations manager, registered nurse).

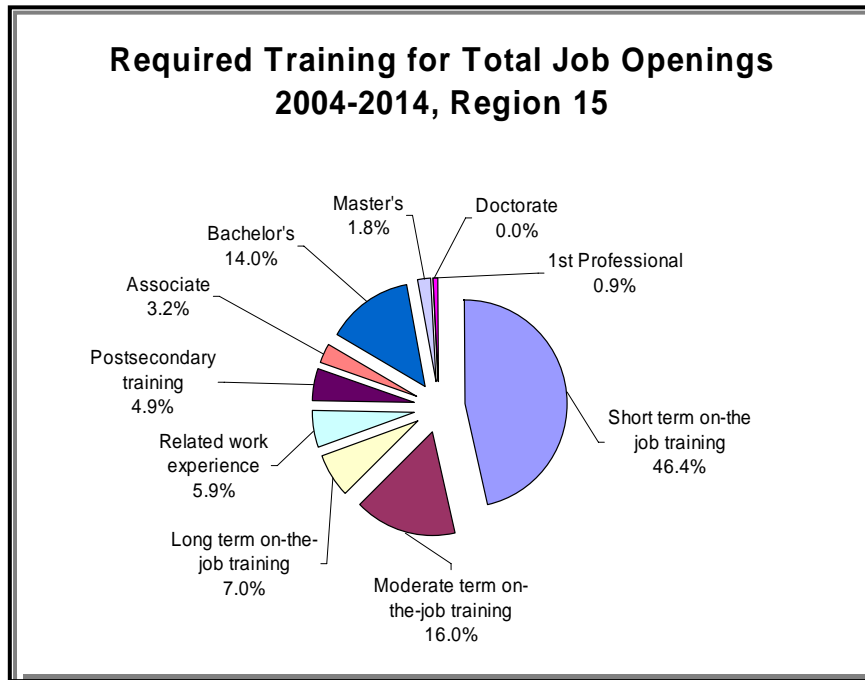
Table 3

Top 20 Occupations in Clackamas County (ranked by total openings / per year)			
SOC	OCCUPATION	Total Annual Job Openings 2004-2014	2006 Average Annual Wage
41-2031	Retail Salespersons	301	26,565
41-2011	Cashiers	165	22,145
35-3031	Waiters and Waitresses	162	21,067
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	131	17,855
45-2092	Farmworkers and Laborers for Crops, Nurseries, and Greenhouses	119	18,208
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	118	25,412
43-9061	Office Clerks, General	118	27,474
37-2011	Janitors and Cleaners	101	25,180
53-3032	Truck Drivers, Heavy and Tractor-Trailer	100	37,809
29-1111	Registered Nurses	89	64,569
41-4012	Wholesale and Manufacturing Sales Reps, Non-technical and Scientific	78	56,070
43-5081	Stock Clerks and Order Fillers	74	27,012
11-1021	General and Operations Managers	71	95,511
43-3031	Bookkeeping, Accounting, and Auditing Clerks	70	32,422
43-4051	Customer Service Representatives	70	32,682
37-3011	Landscaping and Groundskeeping Workers	64	22,765
47-2031	Carpenters	63	37,907
25-2021	Elementary School Teachers, Except Special Education	55	47,928
43-4171	Receptionists and Information Clerks	55	25,447
25-9041	Teacher Assistants	53	25,068

Training Requirements in Region 15

Approximately three-quarters of occupational job growth and replacement openings are expected to require related work experience, either short or medium on-the-job training or less in the next ten years.

Graph4



Of the total projected openings, 25 percent are expected to require postsecondary training and beyond. The majority of jobs rely primarily on worksite training. The highest representation of the projected workforce is dependent on short term on-the-job training (46.4 percent), second is moderate on-the-job training (16 percent) and third is bachelor's degree (14 percent). Those jobs that represent the highest percentage of the projected workforce and require short term on-the-job

training also represent the lowest level of wages. Table four provides an overview of the number of jobs, growth and replacement by training level. While growth distribution is fairly consistent across all training levels, training requiring an Associate's degree will experience the highest rate of growth (19.2 %).

Table 4

Employment by Required Training, Region 15						
Training Level	2004 Employment	2014 Employment	Percent Growth	Growth Openings	Replacements Openings	Total Openings
Short term on-the job training	56,515	66,283	17.3%	9,768	17,159	26,927
Moderate term on-the-job training	24,714	28,398	14.9%	3,684	5,607	9,291
Long term on-the-job training	10,146	11,784	16.1%	1,638	2,401	4,039
Related work experience	8,654	10,054	16.2%	1,400	2,025	3,425
Postsecondary training	7,494	8,666	15.6%	1,172	1,687	2,859
Associate	4,355	5,193	19.2%	838	994	1,832
Bachelor's	22,507	25,863	14.9%	3,356	4,788	8,144
Master's	2,597	2,992	15.2%	395	637	1,032
Doctorate	18	20	11.1%	2	3	5
1st Professional	1,406	1,669	18.7%	263	255	518

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.

Population Growth

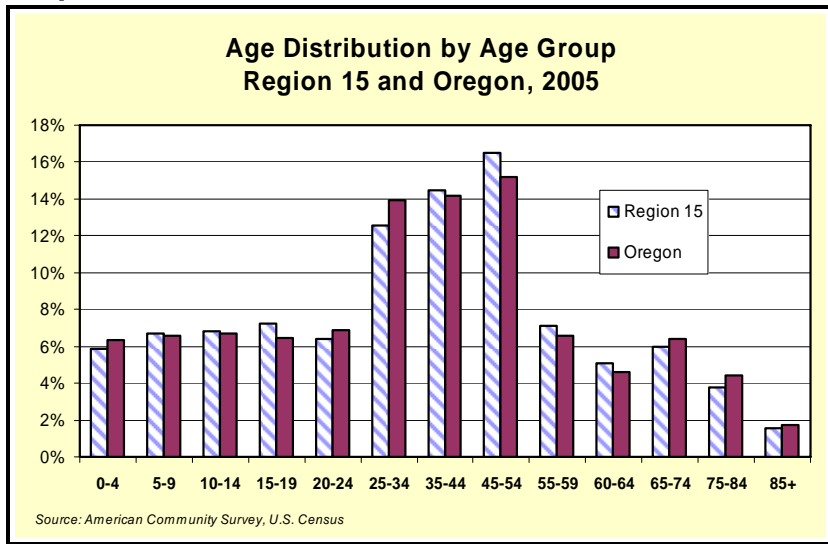
According to the Metropolitan Briefing Book, 2007, two-thirds, or 68 percent, of Clackamas County population increase is due to net in-migration versus natural increases (births).

Commute Patterns

Indications of Region 15's growth and opportunity are seen in the reduction in the number of people commuting outside the county for employment. The 1999 Census data showed half the county's residents commuted outside the county for employment. According to the Metropolitan Briefing Book 2007, 28.2 percent of Clackamas County residents commute to Multnomah County for work while 36.4 percent of residents work within Clackamas County.

Of working age adults, Region 15 represents a slightly lower percentage than the state average of residents aged 20-34 and is slightly above the state average in adults from 35-64. The highest concentration of residents exists in the 25-54 age range, according to the 2005 American Community Survey by the U.S. Census.

Graph 5:



Race

From the same 2005 survey, population of Region 15 is estimated to have a race and ethnicity breakdown that represents a higher percentage of white population than the statewide average and a lower percentage of other races or ethnicity. The white population is 86.5 percent. Latinos comprise the second largest ethnic group in Region 15.

Per Capita Income

Income levels for the residents of Region 15 are notably higher than the state average. Median household income is \$54,480 in Region 15 compared to \$42,944 for the state. Per capita income is \$29,771 compared to \$23,785. Although the data shows an increase in annual wages, when adjusted for inflation, real wages have stayed flat. (Metropolitan Briefing Book 2007)

Poverty

There is an increase in the number of families in Clackamas County living below poverty level from 4.6% in 2000 to 5.7% in 2005. Similarly, the number of Individuals living below the poverty also increased from 6.6% in 2000 to 9.1% in 2005. (2000 Census and 2005 American Community survey.)

How we serve these people

In many other regions, WIA funds are spent only on individual participants for supportive and intensive services and training. While Region 15 also provides these services for individuals, we maintain a clear focus on the type of training and skills needed by our businesses to stay competitive in a global economy. This will ensure that there are readily available jobs for training completers.

The sector, cluster, and pathway development work done collaboratively by the Title 1B provider, OED, Business and Economic Development, and other partners is the connecting link, or pathway, between low-skilled job seekers and workforce demands for a highly skilled workforce. The pathways define the skills needed; *promote upward mobility* for job seekers; and, meet the workforce demands in order to maintain a robust economy in our region. (Please see Section 7. a. for a more detailed description of our business service model, sector, and pathway development and plans.)

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

Compared to Oregon, Region 15 has a higher percentage of its population, 25 years and older, who have graduated from high school or have earned a bachelor's degree or higher.

Table 5

Educational Attainment	Oregon	Region 15
Population 25 years and over		
Less than 9th grade	4.1%	2.1%
Ninth to 12th grade, no diploma	8.4%	6.6%
High school graduate (includes equivalency)	26.3%	24.2%
Some college, no degree	26.1%	27.3%
Associate's degree	7.3%	8.2%
Bachelor's degree	17.8%	20.5%
Graduate or professional degree	10.0%	11.1%
Percent high school graduate or higher	87.5%	91.3%
Percent bachelor's degree for higher	27.7%	31.6%

Source: 2005 American Community Survey, U.S. Census

A mismatch is in the growth of jobs requiring an Associate's degree is predicted at 19.2 percent when Region 15 currently reports 8.2 percent of the overall population over 25 meeting this criteria.

Additionally,

Region 15 has a larger percentage of the population with a Bachelor's degree or higher than what the job growth forecast predicts.

GOVERNANCE (20 CFR 661.300)

10. Local Board Description

- a) Describe your local Workforce Investment Board: composition; membership and organizations 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 governance of the Board?

Response:

Membership

The WICCO is required to follow the requirements listed below when reviewing membership criteria, preparing for recruitment and preparing for Board membership recertification by the Governor which occurs every two years. The current certification is effective until June 30, 2008.

1. A press release is issued to begin the recruitment process. WICCO Private Industry Members then host the annual "Friends of the WICCO" dinner designed to introduce private industry representatives to the workforce system.
2. Applications are screened for eligibility criteria by the WICCO Executive Director.
Eligibility Criteria includes:
 - ❖ Level of individual's responsibility within the company
 - ❖ Size of business – number of employees to achieve diversity on the board
 - ❖ Within a targeted industry cluster
 - ❖ Kinds of jobs within the company
 - ❖ Location within the County to achieve an urban/rural representation
 - ❖ Ability to commit time to be involved in Board activities
3. WICCO Membership Committee reviews applications.
4. ABC (Appointment to Boards & Commission) Staff Liaison recommends applicants to the Board of County Commissioners.
5. ABC Study Session packet (ABC Worksheet & ABC Matrix) is submitted to the Board of County Commissioners along with ABC Staff Report and re-appointment and appointment letters.
6. Upon approval of re-appointment and appointments, WICCO seats members on the Board.

Listed below is the current WICCO membership by category:

Membership Category List business or agency name	Names Member's Name	Nominated By Organization Name	Term Expiration Date
Representatives of business in the local area (majority)			
Garron Grounds, Inc.	Ken Bartus	North CC Chamber	6/30/09
Benchmade Knife Company	Michael Biery	Benchmade Knife Co.	6/30/08
PCC Structural, Inc.	Janice Chandler	Chester Co Chamber of Commerce	6/30/09
Danielson's Fresh Marketplace	Craig Danielson	Oregon City Chamber of Commerce	6/30/08
Enoch Manufacturing	Rick Dawes	North CC Chamber	6/30/09
Sysco Foods	Don Haverkamp	Wilsonville Chamber	6/30/09
Rose Villa	Susan Lehr	North CC Chamber	6/30/09
Oregon Cutting Systems	Pam Meredith	Blount, Inc.	6/30/09
Miles Fiberglass & Composites	Lowell Miles (Chair)	North CC Chamber	6/30/08
Willamette Falls Hospital	Kathy Richardson	OEC/No. CC Chamber	6/30/08
IITR Truck School	David Riggins	North CC Chamber	6/30/08
Holistic Pet Center	Chip Sammons	North CC Chamber	6/30/09
Finance Liaison Group, LLC	Jan Sauer	North CC Chamber	6/30/09
Jerry Smith & Associates	Jerry Smith	OEC	6/30/09
The Tugman Group	Leslie Tugman	Clackamas County Business Alliance	6/30/09
Pioneer Pump, Inc.	Jerry Turner	Canby Area Chamber of Commerce	6/30/09
Silver Falls Bank	Kris Tuttle	Oregon City Chamber of Commerce	6/30/09
Representatives (two or more) of local educational entities			
Clackamas Community College	Jan Godfrey	CCC	6/30/08
Clackamas Education Service District	Milt Dennison	ESD	6/30/07
Clackamas Education Service District	Megan Helzerman	ESD	6/30/09
Oregon City School District	Roger Rada	ESD	6/30/09
Representatives (two or more) of labor organizations			
Teamsters Local #305 (replaced Jeff McDonald)	Steve Pickle	NW Oregon Labor Council	6/30/07
Plumbers & Steamfitters #290	Ron Murray	UA Local Union #290	6/30/08
Representatives (two or more) of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present)			
Labor Community Service Agency (LCSA)	Glenn Shuck	LCSA	6/30/08
Representatives (two or more) of economic development agencies, including private sector economic development entities			
Clackamas County EDC	Cathie Moravec	OR Employment Dept	6/30/08
Clackamas County EDC	Jerry Smith	OEC	6/30/09
Clackamas County EDC	Rick Dawes	North CC Chamber	6/30/09

Membership Category List business or agency name	Names Member's Name	<u>Nominated By</u> Organization Name	<u>Term</u> <u>Expiration Date</u>
Representatives of each of the One-Stop partners who represent agencies and/or organizations who carry out the following:			
Programs authorized under Title I of WIA			
Clackamas Community College (Adult & Dislocated Workers)	Jan Godfrey	CCC	6/30/08
Timber Lake Job Corps	Donn Christiansen		6/30/09
Clackamas Professional Technical Education Consortium (Youth)	Megan Helzerman	ESD	6/30/09
Programs authorized under the Wagner-Peyser Act (Employment Services)			
Oregon Employment Department	Cathie Moravec	OR Employment Dept	6/30/08
Adult education and literacy activities authorized under Title II of the Act			
Clackamas Community College	Jan Godfrey	CCC	6/30/08
Vocational rehabilitation programs authorized under title I of the Rehabilitation Act of 1973			
DHS-Office of Vocational Rehab Svcs	Nancy DiPasquale	DHS/OVRS	6/30/08
Welfare To Work programs authorized under section 403(a)(5) of the Social Security Act			
Oregon Department of Human Services	Jerry Buzzard	DHS	6/30/08
Senior Community Employment Program activities authorized under Title V of the Older American's Act			
Community Solutions for Clackamas County	Maureen Thompson	CC Board of Comm	6/30/08
Clackamas County Social Services	John Coffey	North CC Chamber	6/30/08
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act			
Clackamas Professional Technical Education Consortium	Megan Helzerman	ESD	6/30/09
Clackamas Community College	Jan Godfrey	CCC	6/30/08
Trade Adjustment Assistance activities authorized under Chapter 2 of Title II of the Trade Act of 1974			
Oregon Employment Department	Cathie Moravec	OR Employment Dept	6/30/08
Activities authorized under Chapter 41 of Title 38, U.S. Code (DVOP/LVER)			
Oregon Employment Department	Cathie Moravec	OR Employment Dept	6/30/08
Employment and training activities carried out under the Community Services Block Grant (Community Action Agencies)			
Clackamas County Social Services	John Coffey	North CC Chamber	6/30/08
Employment and training activities carried out by the Department of Housing and Urban Development			
Clackamas County Social Services	John Coffey	North CC Chamber	6/30/08

Membership Category List business or agency name	Names Member's Name	<u>Nominated By</u> Organization Name	<u>Term</u> <u>Expiration Date</u>
Programs authorized under State unemployment compensation laws			
Oregon Employment Department	Cathie Moravec	OR Employment Dept	6/30/08
TANF programs authorized under part A of Title IV of the Social Security Act			
Oregon Department of Human Services	Jerry Buzzard	DHS	6/30/08
Employment and training and work programs authorized under Section 6(d)4 and Section 6(o) of the Food Stamp Act of 1977			
Oregon Department of Human Services	Jerry Buzzard	DHS	6/30/08
<i>Other</i>			
Local elected official	Martha Schrader	CC Board of Comm	6/30/09
Youth Council Chair	Vacant		

Structure

The Workforce Investment Council of Clackamas County (WICCO) is a 501 (c) (3) corporation organized in accordance with its bylaws and WIA requirements. The fiscal agent for Title 1B of the Workforce Investment Act is the Workforce Investment Council of Clackamas County (WICCO). The Workforce Investment Council of Clackamas County was approved by the Clackamas County Board of Commissioners as per the Memorandum of Agreement dated May 29, 2007 between the WICCO and the BCC.

Sub-Committees

WICCO has four (4) sub-committees to include the Executive Committee, Emerging Workforce committee (Youth Council), Transitional Workforce committee and the Business Services committee as defined in the WICCO Board Resolution RS-005. (**See Attachment A-1**)

Board staff consists of an Executive Director, Director of Programs, Fiscal Manager and Administrative Coordinator.

Chief Local Elected Officials

Commissioner Bill Kennemer, Commissioner Lynn Peterson and Commissioner Martha Schrader represent the Chief Local Elected Officials in Clackamas County. One elected official from Clackamas County shall serve on the Board. The Clackamas County Board of Commissioners appoints which County Commissioner shall serve. Commissioner Martha Schrader is a WICCO board member as well as a Youth Council member. Commissioner Schrader acts as the liaison between the WICCO and the Board of County Commissioners by:

1. Board of County Commissioners Study Session as required by the terms of the Memorandum of Agreement between the WICCO and the BCC.
2. Board of County Commissioners Study Session as requested by the Board of County Commissioners.
 - b) Describe the relationship and the functional separation between the board/board staff and service delivery providers.
 - See attached policy: WIA-12 Separation of Governance & Service Provision (**See Attachment A-2**)
 - 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.
 - The Workforce Investment Council of Clackamas County is a fully certified workforce board. This question is not applicable to Region 15.
 - d) Describe your youth council, its membership, and how it will carry out its responsibilities for the coordination of local youth services and programs.

Response:

The Youth Council is a 22 member sub-committee of the Workforce Investment Council of Clackamas County. The Youth Council is charged with developing strategies to prepare emerging workforce for employment, opportunities in education and work preparedness skills. The responsibilities of the Youth Council include:

- Developing portions of the local unified plan related to eligible youth, as determined by the chairperson of WICCO.
- Recommending eligible providers of youth activities, to be awarded grants or contracts as defined in WIA section 123, subject to the approval of WICCO.
- Conducting oversight with respect to eligible providers of youth activities in Clackamas County, subject to the approval of WICCO.
- Other duties determined to be appropriate by the chairperson of the WICCO board.
- Coordinating required youth activities as defined in WIA Section 129.
- Engage the business community in opportunities to develop the emerging workforce
- Provide information and data to policy makers and elected officials regarding education and youth workforce needs
- Develop a Return on Investment model to collect data to document their success/improve system

The following page contains the current Youth Council membership roster:

****YC Executive Committee Members***

Interim Chair

Houde, Terri
Workforce Investment Council of
Clackamas County
E-Mail: terri.houde@wicco.org
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Brown, Jane
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O'Connor, Dick
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(503) 685-8313

+WICCO Board Members

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Hein, Wendy
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Mack, Lori
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(503) 655-8843

*Mitchell, Tom
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+Rada, Roger
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+Sammons, Chip
Holistic Pet Center
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(503) 656-5342

+Tugman, Leslie
The Tugman Group
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(503) 788-3158

Wall, Jennifer
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(503) 261-8822

Young, Paul
Enoch Manufacturing
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(503) 353-1306

Staff to the Youth Council

Simantel, Mjere
C-TEC Youth Services
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(503) 657-6958 x5067

- 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. (e.g. monthly performance, fiscal reports to board).

The WICCO staff utilizes policy making and contracting roles to establish program guidelines and expectations. The staff routinely monitors provider contract performance, budget expenditures, subcontract deliverables and expenditures, and client files. Status reports are presented to the WICCO Board on a quarterly basis. Annually, the WICCO Board makes a formal presentation to the Clackamas Board of County Commissioners.

The WICCO Board has made a conscious decision to focus on policy and strategic initiatives rather than operational issues of the provider system. WICCO administrative staff works collaboratively with the One-Stop partners to ensure that the One-Stop meets the intent, rules, regulations, and requirements of the WIA IB program.

Management staff of agencies co-located at the One Stop form the Governance Committee. The Governance Committee oversees the activities of the Center, the Operations Team and give input to the group. The One Stop Coordinator makes sure services are provided efficiently and effectively in the Center.

One Stop Operations Team meetings are held at the One Stop Center twice a month. Issues are discussed, processes reviewed and suggestions made to improve the service delivery at the Center. Highlights from these meetings are shared. A Customer Satisfaction Survey is used to gather comments from customers and employers who use the One Stop.

- 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.

The WICCO Board is educated about their role in several ways. Each year, WICCO staff and One-Stop partners conduct an orientation meeting for new board members. During the New Board Member Orientation meeting, new members are provided with a comprehensive overview of WIA and the workforce systems in general. More specifically, WICCO's mission, vision, bylaws, and responsibilities are reviewed along with the Business Services Model implemented in Region 15 and the structure of the One-Stop system. WICCO staff also review the flow of federal and state funding and a breakout of how the funds are invested locally.

More specifically, the WICCO Board members engage the local partners and provide guidance on local workforce development issues which include the following:

- Hosting an Annual WICCO Dinner, whose dual purpose is to educate local business about the role of the WICCO Board in workforce development and to serve as a major recruiting effort
- Maintaining the WICCO website (www.wicco.org) which functions as an information dissemination on programs, priorities, and system issues
- Convening regularly scheduled board meetings open to the public
- Convening a strategic planning session to map out goals for the system
- Creating board sub-committees to address system issues
- Conducting an evaluation and re-certification of the One-Stop center

11. Partnerships

a) Describe any special characteristics of the partnerships (e.g. consortia). Collaboration and partnership building are two areas in which Region 15 excels. Our strategy for providing customized support for employers and job seekers centers on a business driven approach to filling employment needs. Because of this business driven approach among the Board and service providers, we have been successful in bringing groups to the table to coalesce around specific workforce needs. The partnerships described below are a result of this unique, open dialogue.

The Business EDGE (Economic Development through Growth and Employment), The EDGE is a team of professionals representing the Oregon Employment Department, Workforce Development Services through Clackamas Community College, Express Personnel, DePaul Industries, Customized Training, Small Business Development, and WICCO. Its purpose is to coordinate business services in the region, link economic development with education and workforce development, and serve as WICCO's major outreach to business and industry. It is a 'virtual' partnership designed to be a single point of contact to link an employer quickly with a range of workforce and business services, including recruiting, hiring, training and retention.

Why Manufacturing Matters - WICCO is working in partnership with Clackamas Community College, C-TEC Youth Services, Clackamas County, and Manufacturing 21 to raise awareness of the successful career pathways in the manufacturing sector. Our goals are: 1) create linkages between businesses, government, workforce and k-16 education partners 2) encourage current educators and career councilors to become better spokespersons on pro-tech career options and 3) work with the youth directly to ensure they have the training and support they need to explore and seek a career in manufacturing.

Pacific Northwest Defense Coalition- (PNDC) Headquartered in Clackamas County, PNDC is a group dedicated to establishing a cluster of defense-related companies based in Oregon and Washington. The mission of the PNDC is to foster regional collaboration between government and industry for the purpose of job creation and new product innovation. The PNDC was conceived and founded in early 2005. Members gather on a regular basis for business meetings, training workshops, and networking events.

Summer Youth Academy – A true partnership between education and business. After completing foundational work readiness skills and industry-specific training, WIA-enrolled youth are partnered with local businesses for a six week paid summer employment opportunity in the Retail, Manufacturing, or Professional Services industries. In 2007, the SYA will add Transportation/Logistics to the list of available employment options.

Economic Development – WICCO and the Clackamas Business and Economic Development are working together to align priorities and work plans to present a coordinated, consistent message to our local businesses. We are currently summarizing work agreements between WICCO and Clackamas County Business & Economic Development to carry-out targeted inter-agency work assignments.

Pathways to Apprenticeship – We will begin conversations with our union and labor representatives to explore expansion of apprenticeship opportunities. To this extent, Labor representatives on the WICCO Board expressed an interest in partnering with the youth programs to provide training using the union's training facilities.

b) Please describe and attach any board issued policies, memoranda, or directives that require and support integration of workforce services. The WICCO Board provided the following letters of support for the following projects:

- **Project SHIFT (Solutions and Hiring Improvement For Trucking)** is a 3-year **\$848,486** grant to develop curriculum and training programs in several areas: incumbent worker training; safety, customer service and delivery skills; and, K-12 continuum of education by creating career pathways activities.

- ◆ **Hire Oregon Vets** is a state-wide proposal to increase the employment and training partnerships at the local level between the Local Veterans Employee Representative/Disabled Veterans Outreach Programs and One Stop workforce staff. The LVER and DVOPs are trained to deliver case management and job development services to veterans, including our disabled veterans.
- ◆ **Working for Independence** is a program that re-integrates mentally healthy people into their community, into employment, and into their families by finding real jobs for a population traditionally underserved – people who are successfully managing mental illness. The program uses a community based model focusing on public/private partnerships. Success is defined by client independence.

Additionally, the following policies address the support and integration of workforce services

- Board Policy WICCO-008 Conflict Resolution Between Partners
- WIA-08 Certification of One-Stop Operations
- WICCO-001 Code of Conduct & Conflict of Interest Policy
- WICCO -003 Grants, Funding Sources and Endorsement/Support Letters
- RS – 0006 – Adoption of Common Intake Forms

(See Attachments A-3, A-4, A-5, A-6 & A-7)

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

In addition to the discussion and direction of the WICCO Board, multiple conversations with our workforce partners were convened in developing this plan. Additionally, WICCO staff gathered information from our partners current work plans and yearly reports. The information was reviewed and edited by our workforce partners. Finally, the One-Stop partners convened prior to submission to review the performance and service matrices.

Describe your relationship with local Tribal Nations. Not applicable. There are no Tribal Nations located in Region 15, Clackamas County.

B. 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.

The Clackamas County One Stop Resource Center provides the majority of WIA core services. The designated partners provide appropriate intensive services. The strengths of the center include the array of partners co-located at the center; the client access to electronic, individual and group resources; the responsive operational and governance teams that provide continuous customer service improvement; the integration of the One Stop services with the business services delivery. The WICCO

achieved one of its key goals by leveraging Wagner-Peyser funding in support of core services and shifting Title IB funds to enhance training and business services. (**See Attachments A-8a & A-8b**)

Region 15's comprehensive One Stop Resource Center, is located in the Oregon Employment Department building in Oregon City. Workforce partners offer their services onsite from their respective agencies. The One Stop Resource Center serves between 50 – 100 people per day. Some of the unique services provided by the Region 15 One-Stop include:

- Basic computer classes in English, Russian, and Spanish
- "How to seek work" workshop for Spanish speakers - addressing the cultural differences of job seeking in the U.S.
- Youth program staff operates the center one afternoon a week from 4:00 – 5:30 for youth only
- Business services continue to be offered through the one-stop
- Additional Services to Customers – STAR Program; Math at Work,; Job Corp Career Transition Program; Basic Skills Assessment; Hire Oregon Vets
- Enhanced Workshops – self-paced computer lab; Oregon State application - PD 100 Application Completion workshop; Dealing with Background Issues workshop; and an array of Job Search workshops
- Customer Training – welding, manufacturing, 21 training for youth, 255 Licenses or certificates issued for youth, 40% job placement for Occupational Skills Training; 367 Youth received pre-employment training; 38% youth trained reported some level employment. These may be a result of referrals to the WIA Adult, Dislocated Worker and Youth programs through the One Stop but the training is not conducted at the One Stop

2) Describe the process for selection and designation of the one stop operator.

As provided in the Workforce Investment Act of 1998, the Workforce Investment Council of Clackamas County (WICCO), in agreement with the chief elected official, designates and certifies One Stop Operators in the region. Certification helps ensure a consistent level of quality in the services provided in the local workforce investment area.

The certification process is based on a quality and continuous improvement model, wherein applying centers may not be certified or may be granted provisional certification, full certification, or certification with excellence. Centers granted provisional certification are expected to move toward full certification, based on feedback from the Certification Team, or face decertification in subsequent certification processes.

WICCO's Certification and Review process includes the following:

1. One Stop Certification Applications (self-assessments) released to interested parties.

2. Applications (self-assessments) completed and submitted by interested parties.
3. Staff review applications (self-assessments), complete an initial summary / analysis for the Certification Team.
4. Certification Team (private sector board representatives) reviews each staff report and self-assessment, identifying questions to be pursued at or before the on-site review of each applicant center. Certification Team members provide an initial scoring of results based on the applicant's self-assessment.
5. Certification Team completes an on-site review of each applicant center, assessing the applicant center's readiness for and level of certification.
6. Staff drafts the Team's recommendation, for submission to the WICCO Board.
7. WICCO Board reviews and acts upon the Certification Team's recommendation.
8. Certification results are issued to the applicant centers and state administration.

(See Attachment A-9)

3) Describe how the local board will;

- i. ensure the continuous improvement of eligible providers of services through the system, and

WICCO strives to establish a quality-driven, comprehensive system of workforce development services, and access to services, that benefit all county residents who wish to take advantage of them. One way this is accomplished is through a systemic approach in the development of one-stop operator quality standards and measures of excellence that can be flexibly applied by the region.

- ii. ensure that such providers meet the employment needs of local employers and participants.

The WICCO Board has made a conscious decision to focus on policy and strategic initiatives rather than operational issues of the provider system. WICCO administrative staff works collaboratively with the One Stop partners to ensure that the One Stop meets the intent, rules, regulations, and requirements of the WIA Title 1B program.

Management staff of agencies co-located at the One Stop form the Governance Committee. The Governance Committee oversees the activities of the Center, the Operations Team and give input to the group. The One Stop Coordinator makes sure services are provided efficiently and effectively in the Center.

One Stop Operations Team meetings are held at the One Stop Center twice a month. Issues are discussed, processes reviewed and suggestions made to improve the service delivery at the Center. Highlights from these meetings are shared. A Customer Satisfaction Survey is used to gather comments from customers and employers who use the One Stop.

- 4) Describe and provide an assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Summary of Employment and Training Activities

Classroom training activities are offered by Clackamas Community College and private training vendors as selected by the participant. These opportunities may be funded from a variety of sources, including self-support, WIA, TANF, Perkins, and federal financial aid funding. Adequate funding to address both growth and replacement openings is the biggest deterrent to availability of training. Region 15 has concentrated much of its attention on building an integrated and diverse employment and training system. The key components of this system include:

1. **A Comprehensive One Stop Center** –The Clackamas County One Stop Resource Center provides most of the WIA core services and designated partners provide appropriate intensive services. The strengths of the center include the array of partners; the client access to electronic, individual and group resources; the responsive operational and governance teams that provide continuous customer service improvement; the integration of the One Stop services with the business services delivery. The WICCO achieved one of its key goals by leveraging Wagner-Peyser funding in support of core services and shifting Title IB funds to enhance training and business services.
2. **An Integrated Business Services Team** – One of the vital components of Region 15's strategy to move to a demand-driven, business services model is the EDGE (Economic Development through Growth and Education). The EDGE is a team of professionals representing the Oregon Employment Department, Clackamas Community College, Express Personnel, and DePaul Industries. Its purpose is to coordinate business services in the region, link economic development with education and workforce development, and serve as the WICCO's major outreach to business and industry. The EDGE has been innovative and effective. Its strengths and accomplishments include:
 - Forming public-private partnerships
 - Developing sector and career pathway plans for healthcare, retail, manufacturing, and utilities
 - Incorporating state, county, and local economic development staff to serve as the local Workforce Response Team
 - Integrating business contacts with the Employment Department's iMatch Skills system

- 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.

Customers using the One Stop Center fill out a form at each visit and check boxes to indicate what type of services they need. Based on their selection, they are referred to the appropriate partners for assistance who are co-located at the One Stop. Resource Center Assistants are assigned to work in the One Stop Career Center and lobby areas to assist customers who need assistance using the Center services, including the use of the FAX machine, copy machine and computers.

Core services include using iMatchSkills computers for job search and getting information about Unemployment Insurance, Food Stamps and the Oregon Health Plan. Customers can also receive labor market information and details about services to Veterans. They can attend free job search workshops and talk to partner staff about WIA services, disabled services, and TANF. Spanish and Russian bilingual staff on site works with non- and limited- English speaking customers. The One Stop also uses 'Language Cards' and the Language Line to help connect non-native English speakers with the appropriate language translator.

Intensive services and training services are accessed by customers through a referral to the WIA Provider staff who are co-located in the One Stop Center. (**See Attachments A-8a & A-8b**)

- i. 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.

WICCO Policy WIA – 11 – Priority of Service, specifies that if economic conditions, as determined by an increase in the unemployment rate, indicate a downturn in the economy, and/or if more than 10% of allocated funds are expended in two consecutive months, then the funds will be considered limited.

In times of limited funding, the WICCO Board will implement the established processes to determine service priority and direct partners on use of intensive and training funds. Title IB funds will be limited to employees and/or ex-employees of businesses in Clackamas County and residents of Clackamas County. Core services, which include retention and rapid response services and activities, are not limited.

The Board or one of its sub-committees will consider the following conditions when setting funding priorities:

- Composition of persons currently receiving services

- Recognition that training and services should not be interrupted for persons currently enrolled
- Composition of persons seeking workforce services
- Long-range strategic plan that prioritizes services that lead to career path development and self-sufficiency
- Continuation of the Business Services Strategic Plan goals that prioritize workforce services leading to high demand jobs, maintain and emphasis on a process to develop skills for these jobs and focus priorities on needs of business, industry and targeted clusters.

The Board will also determine at what point economic conditions have changed, removing the need for emergency prioritization of services.

(See Attachment A-10)

- ii. Describe any populations prioritized for services, other than those required for Title I, and the process used to determine the need/eligibility for prioritization.

Veterans have priority for services through the Hire Oregon Vets program. The Hire Oregon Vets (HOV) Program is a statewide partnership between Community Solutions for Clackamas County, the Oregon Employment Department and the Labor's Community Service Agency, Inc. Their goal is to increase the employment of veterans statewide by providing employment services to veterans, education to employers on the benefits of hiring a veteran and by serving as a vehicle for connecting employers to skilled veterans. Program efforts are focused on veterans who have served in a war, are recently separated from service, have service-connected disabilities or significant barriers to employment. Veterans Employment Representatives with the Hire Oregon Vets Program provide the employment services to veterans. Some of the services include vocational/career guidance, application assistance, employment referrals, job development and access to training and other support services.

Youth in Foster care are another population prioritized for services through the Job Corps program. Youth meeting this criterion will receive services before others and will not be subject to waiting lists for desired services.

Employment Made Possible is a special job search program for youth held at the One Stop Resource Center. The One Stop operates a 'youth only' hour one afternoon every week. Youth are able to spend time learning about employment, register in iMatch, and connect out of school youth with employers through in-house recruitments.

- 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:

i. People with disabilities

Partners from Department of Vocational Rehabilitation and DePaul Industries provide services to people with disabilities through the One Stop Center. In addition to the services provided for people with disabilities, DePaul, through a contract with the Workforce Development Services at Clackamas Community College, provide classes for employers on how to provide accommodation. DePaul is also a training site to evaluate the work skills of people with disabilities and how they work perform in a work environment.

Community Solutions for Clackamas County operates the Working for Independence (WIN) program that reintegrates mentally healthy people who are successfully managing mental illness into the community, into employment, and into their families by finding real jobs.

The Youth Transition Program is a partnership between Vocational Rehab and Clackamas County schools to provide needed vocational rehabilitation services to students. They also conduct a job club for youth with disabilities. Currently, there are five schools involved in this partnership.

The Job Corp provides reasonable accommodation for people with documented disabilities, waive the income guidelines, and partner with vocational rehab to make referrals as needed.

ii. People with low basic skills

Workforce Development Services through Clackamas Community College and at the One Stop conducts assessment of Adult Basic Skills and makes referrals to the appropriate adult education classes. Workforce Development Services also teaches a workshop at the One Stop entitled 'Math at Work.' The TANF service provider screens clients for learning disabilities and makes appropriate referrals.

iii. Non-English speakers

To address the needs of non-native English speakers, the One Stop Resource Center has Spanish and Russian bilingual staff on site who work with non- and limited- English speaking customers. The One Stop also uses 'Language Cards' and the Language Line to help connect non-native English speakers with the appropriate language translator. All programs translate applications, forms, and informational materials in Spanish and Russian. A range of ESL classes are offered at Clackamas Community College.

Additionally, the Youth service provider, and the Community Development Liaison for Dept. of Human Services participate in several county-wide networking groups focused on developing outreach to non-native English speakers. LISTEN (Latina Youth Services Network) and HINT (Hispanic Interagency Networking Team) meet monthly.

Special cohort pathway trainings are created for this population. They include the Nursing Assistant Pathway for English Language Learners (NAPELL) program, the Medical Assistant Program (MAP) program, and the Workforce Improvement with Immigrant Nurses (WIN) program.

iv. Migrant and seasonal farm workers

The Oregon Employment Department (OED) has a long history of working with the farm worker and employers in the community. As part of the services provided, OED works specifically to connect migrant and season farm workers with English as a Second Language (ESL) classes. Ensuring a connection is made with ESL classes provides options for the migrant workers to obtain different alternative employment options if they so choose. Additionally, the Educational Service District conducts special outreach programs throughout the schools in the county.

◆ TANF clients

The Department of Human Services contracts with Community Solutions of Clackamas County to provide employment, training, and job placement services. Community Solutions operates ACCESS, a job simulation center where people get acclimated to workplace culture by successfully performing a series of jobs throughout the 'corporation.' The staff from Community Solutions works with TANF clients to enroll in them iMatch and update their profile as client skills increase.

The Oregon Employment Department has a Food Stamp contract with DHS. An OED employee travels to DHS locations to provide services to TANF and Food Stamp customers and to answer questions from DHS workers

JOBS, a group of community service providers meet quarterly to share opportunities and network. The members are comprised of case workers from multiple agencies such as the Housing Authority, DHS programs (ACCESS), Community Solutions, WIA Youth, Adult, and Dislocated Worker programs, Clackamas Community College, and One Stop Resource Center, to name a few.

2. 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.

In many other regions, WIA funds are spent only on individual participants for supportive and intensive services and training. While Region 15 also provides these services for individuals, we maintain a clear focus on the type of training and skills needed by our businesses to stay competitive in a global economy.

The sector, cluster, and pathway development work done collaboratively by the Title 1B provider, OED, Business and Economic Development, and other partners is the connecting link, or pathway, between low-skilled job seekers and workforce demands

for a highly skilled workforce. The pathways define the skills needed; promote upward mobility for job seekers; and, meet the workforce demands in order to maintain a robust economy in our region.

One of the vital components of Region 15's demand-driven business services model is the EDGE (Economic Development through Growth and Education). The EDGE is a team of professionals representing the Oregon Employment Department, Workforce Development Services through Clackamas Community College, Express Personnel, DePaul Industries, Customized Training, Small Business Development, and WICCO. Its purpose is to coordinate business services in the region, link economic development with education and workforce development, and serve as WICCO's major outreach to business and industry. Members of the Business EDGE, CERC, and One-Stop providers are a vital in an employer's Human Resource supply chain.

The EDGE has been innovative and effective. Its strengths and accomplishments include:

- Forming public-private partnerships
- Developing cluster and career pathway plans for healthcare, retail, utilities, transportation and logistics, and manufacturing
- Incorporating state, county, and local economic development staff to serve as the local Workforce Response Team
- Integrating business contacts with the Employment Department's I-Match system
- Partnering with businesses to secure funding for incumbent worker training

In light of the success of the EDGE, the WICCO has identified future strategies to continue to build the business services model. These include:

- Incorporating more business services strategies in support of youth through the development of internship opportunities
- Further integration of the EDGE activities with the needs of individual job seekers to further develop and support "pipelines" of employees for businesses and career advancement for individuals.

Meeting the Demands of the Workforce

As stated above, sector and pathway development are major parts of our strategy to meet workforce demands. Success of the prior year will be integrated into on-going program services. To date, we have five sector plans in various stages of development. They are as follows:

- ✓ **Retail:** The STAR program included identifying local employer retail workforce needs, designing and piloting training to meet those needs, and recruiting 32 potential workers to complete the training.
Update 2007: We will continue to grow business partnerships. We are developing a referral process for employers to send unsuccessful job applicants to the One Stop for additional training. We are working on the development of a state-wide associate's degree. We have received recognition from the Department of labor for our work in this sector.

- ✓ **Healthcare:** A summit of healthcare providers and the Blue Ribbon planning committee convened to share the sector roadmap and plans for addressing workforce needs. Grant funding allowed the development of new programs such as: pain management, CNA training, and Kaiser and Marquis incumbent worker training. Special programs for limited English speakers were developed and begun for Nursing Assistants and Medical Assistants to meet industry needs. The new programs provide a career pathway for healthcare workers.

Update 2007: We are developing a high school pathways planner in support of a college pathway toward a gerontology certificate. We are increasing the capacity of our physical therapy assistant program. At the request of industry we are adding an EMT and clinical research programs. We are developing a career pathway for the dental assistant program. We are developing workforce strategies to deal with long-term care.

- ✓ **Utility:** Received federal appropriations funds for \$150,000 to develop a Guidebook to Succession Planning: Documenting Knowledge; interviewed and documented the knowledge of upcoming senior workforce before they retire in the next five years.

Update 2007: We are in the beginning stages of pathway development. Our focus is on sustainability, renewable energies, and developing new partnerships.

- ✓ **Manufacturing:**

- **Customized Recruitment & Training for Businesses** In 2005, CCC as a partner to WICCO, assisted two local companies, Miles Fiberglass and JV Northwest, with customized recruitment and training services. After the business' workforce need was discovered, the college dedicated customized training resources and workforce staff to recruit job seekers who matched the company's needs.
- **On-the-Job Training for Incumbent Workers** Recently, the college used customized training and workforce resources to train incumbent workers at JV Northwest. The workers received 80 hours training for 2 weeks. After completion of the training, the employees were offered opportunities to advance on their career paths, while staying with the same company. In addition, as the incumbent workers advanced, entry-level opportunities were available for local job seekers to enter employment at a self-sufficient wage.

Update 2007: We will pilot Internship 21, a new internship partnership in the manufacturing industry. The overarching concept of this program is to merge training and employment so each occurs simultaneously. To do this we will use PIP funds to merge the Occupational Skills Training (OST) program with the WIA On-The-Job Training (OJT) Employment program. Leveraging Workforce Investment Act (WIA) funds with college support funds to address the skills gap and worker shortage in high-demand industries in Region 15.

- **Why Manufacturing Matters** As part of the awareness campaign, WICCO and our partners have produced an educational forum and organized several facility tours to raise awareness of the career opportunities in the manufacturing sector.

Update 2007: We are producing a series of educational targeted marketing pieces in the form flyers, brochure, e-mails, website postings, television & press releases.

- ✓ **Transportation/Logistics:** A coalition of businesses who provide long-haul trucking, short-haul trucking, supply chain services, and management have formed a coalition with private truck driving schools and members of the EDGE group.

Update 2007: We will implement the three transportation-related grants received to develop curriculum and training programs for incumbent worker training; safety, customer service and delivery skills; and, K-12 continuum of education by creating career pathways activities. We will train warehouse workers to become truck drivers. We will also develop and conduct a training to teach driver instructors teaching skills to better assess the development of the driver.

- ✓ **NEW 2007: Agriculture/Natural Resources/Sustainability:** Create an Agriculture/Natural Resource/Sustainability Economic Development Roadmap for Clackamas County and establish a business plan and financial strategy for a related Clackamas County Sustainability Center/Complex.

- ✓ **Rapid Response:** Working in collaboration with the Clackamas County One Stop Resource Center staff, the Rapid Response Team:

- provided Rapid Response services to 989 laid off workers in more than 30 businesses,
- provided 468 core workshops on getting a job
- provided 321 core workshops on keeping a job
- Served businesses by upgrading incumbent workers and training new hires for their openings.

Update 2007: We will continue providing the same responsive, quality service. We will also work with Business and Economic Development to develop strategies for employers to avoid a potential layoff.

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

Due mainly to the collaborative nature of Region 15, there are multiple avenues whereby job seekers and job seeker service providers are made aware of the specific business needs, requirements, and opportunities. The Oregon Employment Office hosts county-wide Job Fairs for youth and adults. The event is planned through the combined efforts with local partners throughout Clackamas County. These partners include: Chambers of Commerce, City Managers/ City Governments, Unions, City Economic Development staff, and local school districts. Job Fair information is also disseminated at the Business Edge meetings which further broaden the circle of distribution.

Our demand-driven system requires job seeker service providers to stay attuned to the needs of business and labor. Using OMIS is one way that our service providers gather labor market information. This information is presented to job seekers in weekly WIA orientation sessions, as well as, resume and job search workshops offered at the One Stop and through Workforce Development Services at Clackamas Community College. The Career and Employer Resource Center (CERC) produces a quarterly news letter for service providers. They also distribute a monthly calendar of classes and workshops offered at the different sites. Additionally, Job Corps discuss employers' needs and how to meet them during Job Club meetings.

Customized Training and Recruitment is yet another avenue by which the system is informed. If we can't match a business with skilled workers, or existing training options, we can develop training specific to their needs. The Business EDGE meets twice a month to discuss openings and placements with regional partners.

Finally, the workforce system utilizes iMatch, email, and flyers to inform the public about training opportunities. We also host Employer Spotlight meetings where employers come to the centers to discuss the special characteristics of their business or industry, required skills, and to recruit for current and future job openings.

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

A major barrier for both job seekers and businesses is that the local economy is creating jobs at the low end of the wage scale. With an aging population, the service sector and retail jobs are not adequate to support an individual, let alone a family. Other barriers to service delivery include the lack of adequate funding, childcare, transportation, and affordable housing.

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

The WICCO Board will continue to participate in local business-led organizations such as Clackamas County Business Alliance, Manufacturing 21, and the Pacific Northwest Defense Coalition. The Board will also encourage participation by local Chambers of Commerce. The Board will work with the local Oregon Employment Council. We will ask for their participation in aligning efforts for education and workforce discussions.

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

The WICCO Board engages the business community in the design and improvement of business services by marketing and the plan to economic development and by aligning the goals with similar initiatives within the region.

Board staff also engages in multi-regional workforce development grant applications such as the Department of Defense and WIRED grants. Section B.5 provides a detailed list of on-going projects requiring participation by business at various levels from serving on advisory committees to pilot testing certificates or internship programs. Section D.1 (f) further elaborates on how the Board is engages local partners in providing guidance to the local workforce system.

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

During board meetings, the WICCO Board gives input on the kinds of training needs and anticipated training needs they see in the community. They review current and future training dollar needs for job seekers and employers so new workers can be accessed and current workers can upgrade their skills. The WICCO Board will ensure that program outcomes are focused and measured.

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

The workforce system provides a range of options for job seekers to connect with labor exchange system. The One Stop Resource Center, the Work Skills and Career and Employer Resource Center all provide access to computers so that job seekers can utilize the information in OLMIS or at QualityInfo.org. Each of these centers also provides classes on how to use labor market information, as well as, one-to-one assistance accessing and interpreting the information.

The workforce system also uses mailings, iMatchSkills, One-Stop partner agencies, media recruitments, internet and person-to-person interactions to ensure that all job seekers connect with the labor exchange system. Finally, Employment Made Possible is a special job search program for youth held at the One Stop Resource Center which includes modules using labor market information.

The Oregon Employment Department works with local schools to encourage youth to register in the iMatchSkills system. They also work with schools to provide labor market information to assist youth in career pathways. Region 15 is piloting the IMS internship model. This project allows business to use the public workforce labor exchange system (iMatch) to post intern/job shadow opportunities. Students can use the system to view opportunities and compare them to the career related learning experience credits they need. Schools will make the match between employer and student for the internship and job shadow. Pilot will begin in summer of 2007.

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

The workforce system informs job seekers about apprenticeship opportunities through job search classes and referrals to apprenticeship coordinator at Clackamas Community College and to trade organizations like Women in Trades. Furthermore, the Oregon Employment Department has a representative that tracks and announces apprenticeship opportunities as they occur. The Oregon Employment Department also has the apprenticeship module as part of the iMatchSkills system for employers and job seekers. We plan to examine our relationship with the apprentice community to identify additional areas in which we can work collaboratively. To this extent, a labor representative on the WICCO Board expressed an interest in partnering with the youth programs to provide training in their facilities. We are currently exploring ways to act on this invitation.

3. 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, page 52 from the State and Attachment A-8a for a detailed table of workforce partners and the services they provide.)

4. 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.

At its inception, the WICCO Board made a deliberate decision to avoid duplication of service delivery and to maximize resources available to support training and other business services. As a result of this decision, Region 15 utilizes Wagner-Peyser funds to provide the majority of core services increasing the funds available for training and business service activities. WICCO Board Resolution RS-0006 establishes the use of a common intake form to be used among One-Stop partners. **(See Attachment A-7)**

Board staff and the management staff representing of the service providers hold strategy meetings twice a month. The strategy meetings facilitate conversation around emerging issues, new regulations, grant or partnership opportunities, and a range of topics that may arise. This dialogue ensures that all the partners are informed of issues impacting the system. It also provides a platform for discussion, discovery, and distribution of responsibility so that duplication of effort does not occur.

4. WIA 20 CFR 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. Not applicable. One Stop partners are already co-located in Region 15, Clackamas County.

F. SERVICE GAPS

5. 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 people with disabilities, education/training needs not provided locally, service to remote areas, space for providing services, etc.

Regional partners met to discuss the local unifying plan and the service gaps in particular. Among the top gaps identified were services that are either not allowable with WIA funds or not adequately funded. The list generated included the need for more ESL training slots with increased funding to cover the costs. Child care, transportation, and access to public health were also high on the list. Funding to pay for drug and alcohol testing and treatment - pre-employment and additional mental health treatment options and slots with the additional funding to support it also topped the list.

Placement rates and wages are static. We'd like to see an increase in work experience, internship, and on-the-job training opportunities with local business culminating in regular employment for the trainee with wage progression as skills increase. DHS reported that jobs are available, but they do not have enough funds to train the client to the level required by the employer, this is particularly true for basic computer, word processing and spreadsheet programs. We'd like to see additional funds directed at this population as proposed in the 'Skill Up' Oregon legislation. Finally, we'd like to have more resources for employers to understand how to provide accommodation for people with disabilities.

As we begin to realize maturity of our system, it is evident that the need and cost for training far outweighs the funds available.

• 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.

The board has asked each of its committees to develop a Return On Investment evaluation tool. Committee recommendations will drive data elements collected and reviewed. After the data review process, WICCO and its providers will create a continuous improvement plan.

Strengths

Partnerships are Region 15's greatest strength. Adding to this collaborative culture is:

- ✓ Willingness of partners to work through issues as they arise
- ✓ Intentionally integrating youth leadership into strategic planning sessions to ensure alignment of goals, priorities, and curriculum in an effort to fill the workforce pipeline
- ✓ Meeting or exceeding state and federal mandated performance targets while implementing a demand-driven, business services approach
- ✓ Supporting and promoting the use of iMatch among job seekers and employers at every point of entry to the workforce system
- ✓ Exploring ways to adapt iMatch to connect youth with internship opportunities
- ✓ Actively involving partners – business, labor, educators, and economic development – in generating system-wide solutions to workforce issues

Improvement Opportunities

With the impending workforce crisis looming in the near future, the system – trainers, job seekers, and employers – must work together to accommodate multiple needs.

Employers can:

- Gain a better understanding about the needs of special populations and single parents resulting in more flexible work schedules and benefit packages;
- Assist trainers in defining career ladders within their industries, providing opportunity for wage progression upon skills upgrade for low skilled workers; and,
- Provide internship, work experience, and on-the-job learning opportunities culminating in regular employment
- Partner with training providers in finding alternative funding for expensive training needs

Trainers can:

- Assist employers to pinpoint their training needs
- Finalize career pathways and customized training
- Create a flexible training system

Job seekers can

- utilize career pathways to understand the career ladder to realize upward mobility
- practice interpersonal skills like time management, attendance, work ethic, etc.
- Remain drug free and ready to work

- **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.
(See Attachment A)

- **PERFORMANCE OUTCOMES**

1. 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 found in Attachment A. All local workforce partners are to be included in the setting of performance targets for 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. (See Attachment B Oregon System-Wide Performance Measures.)
2. What barriers does your L/RWIA have which prevents you from integrated performance?

Barriers hindering fully integrated performance include:

- Workforce programs are funded by multiple funding sources, each with a different set of eligibility criteria and performance targets.
- Multiple decision making processes that vary by organization leading to lag times in the development of system collaboration.
- Limitation of training funds to address both growth and replacement
- Strict confidentiality requirements, while needed, impede broader use of iMatch
- Awarding performance to single entities when multiple workforce partners contributed in the provision of 'seamless service delivery'

MEMORANDUM OF UNDERSTANDING AND ATTACHMENTS

3. 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.
4. Please attach the Resource Sharing Agreement for each of your certified WorkSource Oregon Centers for the current year.

(See Attachments A-8a & A-8b)

**ATTACHMENT A: COMPREHENSIVE SERVICE MATRIX OF WORKSOURCE CENTERS,
AFFILIATE SITES AND OTHER SERVICE DELIVERY LOCATIONS
LWIA/RWIA Region 15 Clackamas County**

Each workforce system partner is to code the service level using the codes below for each activity listed in the matrix.

CODE TO SERVICE LEVELS: S = Eligibility Screening; D = Eligibility Determination; K = Knowledge of Availability; E = Enrollment for Service; P = Provision of Service

Question: -- is this

	Workforce Investment Act													
	Title I		Title II		Title III		Title IV							
	(Youth), Adults & Dislocated Workers		Adult Ed & Literacy		Wagner-Peyser-Employment Services		Vocational-Rehabilitation Easter Seals/SCSEEP		Carl Perkins Voc. Technical Ed Act		Department of Human Services - Self Sufficiency Clackamas Co. Soc Svs		Job Corps Centers	
Agency/Partner Name														
	Service Code	Location #	Service Code	Location #	Service Code	Location #	Service Code	Location #	Service Code	Location #	Service Code	Location #	Service Code	Location #
ACTIVITY														
Eligibility Determination for WIA Title I Services.	S SDKEP	2,3 1,4	SDK	2, 3	K	1	K K	1			K K	1 1	K	1
Outreach, intake, and orientation to the information and services available through the WorkSource Oregon delivery system.	D KP	2,3 1,4	SDKEP K	2,3 1,2,3	P	1	P K	1			K KP	6 1,8	D	1
Initial Assessment of Skills and Need for Support Services.	P SDKEP	2,3 1,4	P	2,3	P	1	P K	1			K K	1 1,8	D	1
Unemployment Insurance Information.	K	2,3	K	1,2,3,4	K	1	K K	1			K K	1 1,8	K	1
Labor Market Information.	K P	1,2,3, 4	K		P	1	P K	1			K K	6 1	P	1,7
Help in establishing eligibility for TANF and financial aid.	K	1,2,3, 4	K	1,2,3,4	K	1	K K	1			P K	6 1,8	P	1,7
Job Search and Placement Assistance and Career Counseling, where appropriate.	P P SDKEP	2 3 1,4	PK	2,3	P	1	P P	1			K K	1 1, 8	P	1,7
Accurate Information Relating to the Availability of Support Services.	P SDKEP	3 1,4	KD	2,3	P	1	P K	1			K K	1 8	P	1,7
Performance Outcome and Cost Information on Eligible Training Providers.	P	3	K	3	K	1	K K	1			K K	1 8	K	1,7

Workforce Investment Act														
	Title I		Title II		Title III		Title IV							
	(Youth), Adults & Dislocated Workers		Adult Ed & Literacy		Wagner-Peyser-Employment Services		Vocational-Rehabilitation Easter Seals/SCSEEP		Carl Perkins Voc. Technical Ed Act	Department of Human Services - Self Sufficiency Clackamas Co. Soc Svs		Job Corps Centers		
Agency/Partner Name														
Information on How the Local Area is Performing on Local Performance Measures.	P KP	2, 3 4	K	3	K	1	K K	1			K K	1 8	K	1,7
Follow-up Services focused on the job retention of an individual who has entered employment.	P KP	3 1,4	K	3	K	1	P P	1			K K	1 8	P	1,7
Intensive Services (indicate what service(s), see definitions below).	P P KP (Int. A) SDKEP (Int, A &B)	2 3 1,4 1,4	K	3	P (VETS) (TAA)	1	P P	1,2			K K	1 8	P	1,7
Training Services (indicate what service(s), see definitions below).	P KEP (OST) SDKEP (OST)	3 1,4 1,4	K	3	K	1	P P				K K	1 8	P	1,7

P

LOCATIONS KEY: Comprehensive Listing of Service Locations for the LWIA/RWIA (including Site Name and Address)

- | | |
|--|---|
| 1. One-Stop – Employment Department | 8. Clackamas Co. Soc. Services building |
| 2. Clackamas Community College Staff at One-Stop | 9. C-TEC Youth Services at the One-Stop |
| 3. Clackamas Community College on college campuses | |
| 4. C-TEC Youth Services | |
| 5. Voc Rehab | |
| 6. DHS | |
| 7. Job Corps throughout the state | |

Local Workforce Area/Regional Workforce Area: Region 15 Clackamas County

Direct Services & Infrastructure Plan

Complete the following tables displaying how core and intensive services will be delivered and funded by the partners within the Workforce System by location. These tables should identify WIA Title1-B, Wagner-Peyser and other workforce partner staffing and infrastructure costs, at a minimum.

Infrastructure Costs in Dollars (Current)

<i>Service Location</i>	<i>Infrastructure Costs includes: Rent, Utilities, Maintenance, Technology, Marketing, etc.</i>	<i>Other Personnel Costs</i>	<i>Services (Staff costs directly linked to the provision of service and direct participant costs.)</i>			<i>Other</i>	<i>Total Costs</i>
			<i>Core</i>	<i>Intensive</i>	<i>Training</i>		
<i>3- Clackamas Community College on college campuses</i>	<i>\$295,410 (leveraged costs on CCC campuses)</i>	<i>\$189,897</i>		<i>\$16,000 Svs.</i>	<i>\$553,000 Pers. \$373,000 Trng.</i>		<i>\$1,411,307</i>
<i>2 –CCC Staff at One-Stop</i>			<i>\$20,000</i>	<i>\$80,000</i>			<i>\$100,000</i>
<i>1 - Employment Dept. Oregon City Field Office</i>	<i>\$193,629.72</i>	<i>N/A*</i>	<i>\$1,026,302.58</i>	<i>\$128,436.35</i>	<i>\$131,788.33</i>	<i>26,817.69**</i>	<i>\$1,506,969.67</i>
<i>4 - C-TEC Youth Services</i>	<i>\$95,504</i>	<i>\$173,652</i>		<i>\$110,980</i>	<i>\$12,331</i>	<i>\$476,605</i>	<i>\$869,072</i>
<i>6 - DHS</i>				<i>(A) \$516,203</i>	<i>\$1,644,974</i>	<i>Support SVS \$2,836,327</i>	<i>\$4,997,504</i>
EWTF – CLACKAMAS					<i>\$293,447</i>		

9 – C-TEC Youth Services @ the One-Stop		\$4,886				\$16,995	\$21,881

**Management, supervisory and administration costs included in Core category (per April)*

*** Other = travel, training, and supplies (per TOCOWA).*

Total Infrastructure Staff Levels in FTEs (Current)

<i>Service Location</i>	<i>Dedicated to Core Services</i>			<i>Dedicated to Intensive Services</i>		
	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other Partners (identify)</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other Partners (identify)</i>
1 - Employment Dept. Oregon City Field Office	4.24			2 (Veterans)		
2 - Clackamas Community College Staff at One-Stop		1.5			1.5	
3- Clackamas Community College on college campuses		.5			10.5	
4-C-TEC Youth Services		1.0			4.5	
9-C-TEC Youth Services @ the One-Stop		0.1			0.1	

Management & Administrative Staffing Across All One Stop Centers and Affiliate Sites (Current)

<i>Management/Administrative Staff (Identified by Partner, i.e., Wagner-Peyser, Title I-B, TANF, etc.)</i>	<i>Total FTEs</i>
Management Staff For Delivery of Core and Intensive Services	Wagner-Peyser – 1 WIA 1-B - 2
Administrative Staff	Wagner-Peyser – 1 WIA 1 – B - 3
Total for the LWIA/RWIA	Wagner-Peyser – 2 WIA 1 – B - 5

We are unable to provide costs for the next two years. We anticipate the costs will remain constant with the exception of COLA (cost of living) increases.

ATTACHMENT B

OREGON SYSTEM-WIDE PERFORMANCE INDICATORS

OREGON SYSTEM-WIDE PERFORMANCE INDICATORS	BASE YEAR 2003 - 2004	LWIA PERFORMANCE TARGET 2006 – 2007 Proposed
Placement: The percent of customers employed after completing services.	73.02 %	<i>No Changes are proposed.</i> 73.02%
Retention: The percent of customers employed in four continuous quarters after completing services.	67.14%	67.14%
Wage Gain: Fifth quarter average hourly wages minus first quarter average hourly wages.	\$1.45	\$1.45
Caseload Management: The number of current Temporary Assistance to Needy Families (TANF) cases by workforce region.	995	995

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

Region 15 – Workforce Investment Council of Clackamas County

Partners' Statement of Agreement

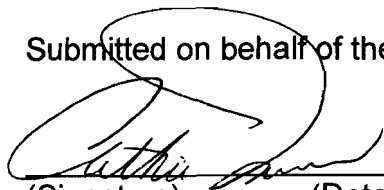
We the undersigned do hereby approve and submit this Local/Regional Strategic Plan representing the following programs:

- WIA Title I-B
- WIA Title II (Adult Education and Family Literacy Act)
- Employment Department
 - WIA Title III (Wagner-Peyser)
 - Migrant and Seasonal Farmworkers
 - UI
 - Veterans
 - TAA
- Community College
- Economic Development Organization
- Carl Perkins (Post-secondary)
- Department of Human Services
 - TANF
 - Food Stamps Employment and Training Program
- Department of Human Services
 - WIA Title IV (Vocational Rehabilitation Act)
- Job Corps

The length of this Plan will be **July 1, 2007** through **June 30, 2009**.

We agree with the contents of this Plan.

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



(Signature) (Date) 5/17/07

Cathie Moravec, Manager
Oregon Employment Department

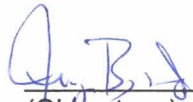



(Signature) (Date) 5/23/07


Nancy DiPasquale, Branch Manager
Vocational Rehab Division, DHS

 5/24/07
(Signature) (Date)
Baldwin van der Bijl, Vice-President of
Instructional Services
Clackamas Community College

 5/24/07
(Signature) (Date)
Baldwin van der Bijl, Title 1B Adult
DW Provider
Clackamas Community College

 5/23/07
(Signature) (Date)
Jerry Buzzard, SDA Manager
Department of Human Services

 5/9/07
(Signature) (Date)
Donn Christiansen, Deputy Director
Timber Lake Job Corps

 5/9/07
(Signature) (Date)
Milt Dennison, Title 1B Youth Provider
Clackamas Education Service District

 5-17-07
(Signature) (Date)
Lowell Miles, Chair
Workforce Investment Council of
Clackamas County

Accepted on behalf of the State of Oregon

(Signature)

(Date)

(Name and Title)

LOCAL UNIFYING PLAN – PART 2

WORKFORCE INVESTMENT ACT – TITLE I-B

LOCAL WORKFORCE INVESTMENT

CLACKAMAS COUNTY - REGION 15

A. IDENTIFICATION OF ENTITY RESPONSIBLE FOR DISBURSEMENT OF GRANT FUNDS

1. Identify the fiscal agent for Title I of the WIA and describe how that fiscal agent was selected and its legal status.

Fiscal Agent responsibility will transition from Clackamas County to the WICCO on July 1, 2007. The transition has been discussed and planned for the past year in public meetings held by both the Clackamas Board of County Commissioners and Region 15 LWIB. The WICCO is a 501 (c)(3) non-profit corporation and the Title 1 WIA Administrative Agent for Clackamas County. **See attached Memorandum of Agreement (Attachment A-16).**

B. DESCRIPTION OF LOCAL INDIVIDUAL TRAINING ACCOUNT (ITA) SYSTEM AND PROCEDURES

1. Describe the local ITA system:

- a) How it is determined an individual will receive an ITA.

Located in a metropolitan area, with access to a wide variety of private career schools, as well as community colleges and four-year institutions, there is an adequate supply of eligible providers available for customers who qualify for ITAs.

WICCO encourages the use of ITAs, as well as the alternative training methods that are available to meet customer needs, including on-the-job training, customized training, and contracted trainings for multi-barrier populations.

Referral Process: All customers receiving services either within the One-Stop Resource Center or at any of the partner organizations will have access to the full array of workforce development services within the One-Stop delivery system. The parties have agreed to use 'value-added' referrals between the parties and have agreed to follow the processes and procedures for such referrals as adopted by the WICCO. Referrals within the Center are made after the client has completed the data collection form and are based on requests made by the customer. Referrals are also made to partner agencies for services not available within the Center following the same process.

After referral to the WIA Adult or Dislocated Worker programs, a customer attends a Gateway session, if interested in continuing in the process, a customer must first be determined to be eligible for the ITA. This includes establishing that the customer was eligible for and received one or more core and intensive service(s) and was determined to be unable to obtain or retain employment through the core and intensive service(s). Service provider staff further determine, through an interview, evaluation, or assessment, and case management, that the customer is in need of training services and has the skills and qualifications to successfully complete the selected training program. The chosen training program is evaluated against employment opportunities in high-

demand occupations and the customer's ability to obtain grant assistance from other sources is identified.

b) How an individual who receives an ITA selects a training provider.

ITAs may be issued only for approved programs on the Eligible Training Provider List, or for eligible courses at an eligible training provider, drawn from approved programs. During the WIA Gateway session, potential participants are asked to propose their employment goal, training plans, and possible providers. When the potential participant meets individually with a Workforce Specialist, the Specialist helps them identify the best possible choice based on cost, location, curriculum, and timelines of the training program.

c) How payments from ITAs will be made.

To the extent possible, contractor procedures should provide direct payment to the training provider for training costs rather than reimbursement to the participant. ITAs may be used to pay for the costs of a participant's training, including required registration, tuition, fees, books, equipment, disposable supplies, and other required payments.

To be able to receive all of their planned ITA payments and any related support payments, customers must maintain satisfactory progress in their training. Satisfactory progress is defined as a level of success in a training program that is generally recognized as acceptable and demonstrating advancement within the program, such as a "C" or 2.0 grade point average in a traditional academic setting. Satisfactory progress includes meeting all attendance and behavior requirements mandated by the training provider.

At mid-term, the Workforce Development staff sends a letter to enrolled participants asking they get a signature from faculty indicating successful progress or not in their coursework. Letters are returned to the staff and are filed in the case file. There are plans to systematize this process through the college's database system, so that it is more efficient and timely.

d) Whether there are limits imposed on ITAs (e.g., dollar amount and/or duration) by the Local Board.

There is no set time limit for the length of training. The appropriateness of a customer's participation in any short or long-term training is based on the customer's individual needs and situation.

ITAs may be used to pay for the costs of a customer's training, including required registration, tuition, fees, books, equipment, disposable supplies, and other required payments. Although there is no absolute dollar limit on the training cost, an average cost per customer of less than \$2,500 is desirable.

WICCO Policy WIA – 11 – Priority of Service, specifies the conditions under which the Board would limit impose limits on ITAs. (**See Attachment A-10**)

- e) If limits are imposed on ITAs, how does the local board assure that customer choice in the selection of an eligible training provider is not diminished?

Customer choice in the selection of a training provider is maximized by the system providing the individual access to a wide array of information on provider costs, benefits, results, and customer satisfaction data, and making counselors available for any additional questions/clarifications. .

2. Describe the procedures for ensuring that exceptions to the use of ITAs are justified, including:

- a) A discussion of how customer choice in the selection of an eligible training provider is maximized;

Training services that are offered as exceptions to the ITA process are established in direct partnership with employers offering or seeking on-the-job or customized training, or are brought forward by a customer seeking to enter a program not on the eligible training provider list.

In exceptional circumstances (because of an urgency to access the training or unique, non-duplicated individual circumstances affecting the customer, the program cannot be approved for the ETPL in a timely manner or would not be feasible to approve, but is in all other respects a reasonable and high quality training), training may be offered to a single customer, through an ITA, for a program not on the ETPL, as long as that training is:

- A program that is state licensed, approved, or authorized; or
- Sponsored or offered by a bona fide trade, business, professional or fraternal organization or by a business solely for the organization's membership of the business's employees or prospective employees, with a bona fide job offer, depending on the training to be received.

In all cases, justifications for such exceptions are clearly documented in the participant's Individual Employment Plan.

b) *A discussion of the local board's intent to use contracts for services in lieu of ITAs for the following exceptions: on-the-job training (OJT) or customized training services;*

It is the Board's intent to align programs with customer needs. To that end, customized training will be retained as one customer option. Similarly, on-the-job training contracts will be used where staff has obtained probation employment at the start of an OJT, to be followed by regular employment. Duration will be negotiated for the minimum amount of time needed to train the new employee in job-specific skills for the position.

- *when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs;*

Region 15 neighbors a large metropolitan area; it has a sufficient number of providers for the ITA system.

- *when the local board determines there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment;*

The workforce board endorses the use of current local training services that have a long record of demonstrated effectiveness in serving "special populations"—customers who face multiple and serious barriers to employment. At this time, we have not encountered this circumstance.

c) The process to be used in selecting the providers under a contract for services when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs. Address whether the process includes a public comment period for interested providers of at least 30 days;

Not Applicable. It is not likely we would have an insufficient number of eligible providers in our Metro area. However, if this type of situation were to arise, we would follow the competitive bid process outlined in Section C and detailed in policy WICCO-066 Procurement of Goods & Services. **(See Attachment A-11)**

d) A brief description of the Local Board criteria to be used in determining "demonstrated effectiveness" for those programs referenced in 2.b (above). WICCO staff routinely monitors service provider contracts and contract deliverables. OJT, Customized Training, and Work Experience, as well as community-based contracts should they occur, are reviewed for the return on investment such as retaining contracted employee, compliance with rules and regulations of WIA, and a detailed list of criteria specified in policies WIA – 17 – On-the-Job-Training, WIA 18 – Customized Training, and WIA – 19 – Work Experience. **(See Attachments A-12, A-13 & A-14)**

Additionally, the WIA 1B providers are tracking training, placements, and outcomes for contract training participants (OJT, Customized Training, Work Experience).

C. DESCRIPTION OF COMPETITIVE PROCESS TO AWARD GRANTS AND CONTRACTS

- 1) Describe the local area's competitive process for awarding grants and contracts including WIA IB providers. Include a discussion of the procedures for solicitation, selection and award. Identify the procurement requirements that guide the local area's actions, whether Federal, State, or local.

These rules have been adopted in accordance with ORS279A and ORS279B (HB 2341 03-01-05); CCWD State Policy 589-10.11, OMB Circular A-122, 29CFR95.40-48 and adopted through Board Resolution. These rules cover the procurement of both goods and services.

WICCO-066 Procurement of Goods & Services (See Attachment A-11)

The Board of Directors, through approval of the annual working budget and Region 15 Local Unified Plan, must approve all WIA funds expended by WICCO. **(See Attachment A-15)** *Board Resolution RS-0002 Power to Execute Contracts.* WICCO staff will ensure fiscal accountability and prevent fraud and abuse by acting in accordance with procurement standards established under the WIA.

At a minimum, WICCO Procurements will include the following:

- A. Be conducted in a manner that provides full and open competition regardless of method or dollar amount. Conduct appropriate analysis to determine which procurement method will be the most economical. Avoid purchasing unnecessary or duplicate items.
- B. Document applicable cost/price and lease vs purchase analysis when appropriate for every procurement action. Minimize the use of sole source procurement and justify it in every case.
- C. Whenever feasible, foster greater economy and efficiency by entering into State and local intergovernmental agreements for procurement or use of common goods and services.
- D. Solicitations for goods and services will include
- E. Clear and accurate written descriptions of the requirements for the goods or services to be procured,
- F. Criteria for contractor selection or rejection,
- G. Written protest procedure, negotiation procedure and settlement process.
- H. Contracts will be awarded to responsive and responsible bidders who possess the potential ability to perform successfully under the terms and

conditions of the procurement. WICCO will administer the contracts and act as WIA fiscal agent.

- I. In performance under this policy, WIA funds will not be used to duplicate facilities or services available in the area (with or without reimbursement) from Federal, State or local sources, unless it is demonstrated that additional capacity is needed or that alternative services or facilities would be more effective or more likely to achieve the performance goals and mission of WICCO.

PROCUREMENT LEVELS:

Small Procurements: Procurement of goods or annual services not exceeding \$5,000.

- Contracts may be awarded in any manner deemed practical or convenient by the contracting agency, including by direct selection or award.
- Not intended to eliminate competitive quotations, but rather to expedite the purchasing process, as dollar values may not justify further solicitation efforts.

Intermediate Procurements: Procurement of goods or annual services exceeding \$5,000 but not exceeding \$25,000.

- Obtain at least three (3) informally solicited competitive price quotes. If three quotes are not reasonably available, fewer will suffice, but a written record of the effort made to obtain the quotes or proposals must be kept.
- Keep a written record of the sources of the quotes or proposals received.

Competitive Sealed Bids: Procurement of goods or services exceeding \$25,000. ORS 279B.055

- Publicly solicited Invitation For Bids for firm, fixed-price contracts when specifications can adequately be defined.
- Award made to responsive bidder with the lowest price.
- Construction Trade services exceeding \$25,000 but not exceeding \$50,000 are also subject to ORS 279.348-375 Prevailing Wage Rates for Public Works Contracts.

Competitive Sealed Proposals: Procurement of goods or services exceeding \$25,000. ORS 279B.060

- Publicly solicited RFP identifying all significant evaluation factors, including price or cost and their relative importance.
- Type of solicitation used where negotiation is used and cost is not the overriding consideration.

Sole source Procurements: Procurement of goods or annual services exceeding \$25,000.

- Used when other procurement methods are impractical, infeasible or inadequate, AND one of the following circumstances applies:

- Goods or service is available from only one source, or
 - Urgency for goods or service will not permit a delay, or
 - OCCWD authorizes non-competitive procurement.

D. DESCRIPTION OF LOCAL BOARD COORDINATION OF LOCAL ACTIVITIES WITH STATEWIDE RAPID RESPONSE ACTIVITIES

1) Describe how the local board ensures coordination of rapid response activities with the state dislocated worker unit. Include policy or procedures which describes:

- i. How collaboration between the local board, the State, One-Stop partners, and other applicable entities will occur;

The local IB contractor for WIA IB Adult and Dislocated Worker services and the partners of the One Stop Operator consortium are charged with providing local rapid response services to employers and workers. The local rapid response team consists of representatives from Clackamas Community College, the Oregon Employment Department, and others, as appropriate to each situation. The team follows the CCWD policy 589-20.10 and CFR665.310-3.20. The local team meets at least monthly about local activity and attends quarterly statewide Dislocated Worker Liaison training sessions. The local team coordinates with Rapid Response liaisons from the Department of Community Colleges and Workforce Development to:

- Identify potential layoff situations
- Track WARN notices
- Establish communications with companies facing closures or layoffs
- Open communications with management and labor, as appropriate
- Conduct pre-layoff surveys of workers
- Conduct on-site information and referral events
- Support labor/management teams
- Provide on-site job search and out-placement services, in coordination with the Clackamas County One Stop Resource Center
- Provide outreach to workers in post-layoff situations
- Documentation of all these steps is made by the local Rapid Response Coordinator into a database system, with copies to CCWD.

Region 15 follows an eight step process as outlined below.

Step 1 - Initial Notification of Layoff or Closure

- The pre-layoff process begins when the DW Unit, local or state liaison receives a formal WARN notice or similar information through informal channels (e.g., a phone call or newspaper article). State and local DW Staff will make contact and share information of layoff/closure via phone or email with state or local partners.
- The process is initiated by communication to or from local DW Liaisons, depending on who is the first party to receive the notification of the layoff/closure. The goal is to make contact with the company within 48 hours and be onsite within 48 hours, where practical. The local dislocated worker staff contact person will contact the State Dislocated Worker Unit to apprise of all local layoff or closure activity so that layoff/closures can be logged into the State Dislocated Worker Layoff Tracking System. Communication between local liaisons and the State DW Unit is a priority in this step of the process.

- ii. How core services are integrated as part of rapid response assistance, and how delivery on site will be implemented;

Core services begin when responding during the initial investigation as outlined below.

Step 2 – Investigation

- The goal is to complete the investigation within 48 hours and be onsite with the company within 48 hours, where practical.
- The designated Local DW Liaison will contact the company to verify the layoff/closure and gather general information, such as the reason(s) for the layoff(s) or closure; the number of employees involved; union contact information, if applicable and, if there is no union, lead worker information; the expected date of the layoff; and other pertinent information. During this initial contact, the designated Local DW Liaison provides a brief explanation of pre-layoff services. The Local DW Liaison sets up an initial on-site meeting with the company, worker representative and union representative, if applicable.
- Initial partner meeting–The goal of the initial partner meeting is to strategize a plan for the onsite meeting. The goal of the onsite meeting is to obtain the commitment of management, employees and the union, if applicable, to actively participate in pre-layoff services such as the Employee Survey, Pre-Layoff Workshops, outreach and placement activities, etc.

Step 3 - Initial On-Site Meeting with Company Representative and Worker Representative

- This initial on-site meeting with the employer and employee representative (i.e., union rep., where applicable) is a critical event in terms of the decision-making process for the employer and employees. The DW Liaison listens effectively to understand the situation to be able to provide a professional response to concerns expressed by the parties involved. This meeting should assure the company and the employees that utilizing public services and assistance will result in significant benefits to those affected by the closure or layoff.

Step 4 - Transition Team

- A. The transition team should be comprised of:
 - Employer representative(s);
 - Employee representative(s);
 - Local and/or State Liaison(s);
 - Union representative (if applicable).
- B. When preparing for a transition team meeting, the following tools and resources will be considered, including but not limited to the following:
 - a. Locally available menu of services;
 - b. Field trip to one-stop;
 - c. Compatible software;

- d. Community resources for workers;
 - e. Flexibility in times services are offered;
 - f. Determine next steps;
 - g. Describing one-stop services pre- and post-layoff;
 - h. Employee lists (including names and contact information);
 - i. Newsletter;
 - j. Packets of information about available DW services;
 - k. Peer advisors;
 - l. Resource room;
 - m. Additional funding;
 - n. Training UI Information;
 - o. National Emergency Grants (NEGs);
 - p. Workers' Compensation;
 - q. Refreshments;
 - r. Trade Act petition;
 - s. A list of local contacts.
- C. When pre-layoff activities are not feasible/possible, the following steps should be taken:
- a. Contact the employer to gain employee contact information in order to distribute:
 - i. Packets
 - ii. Informational Letters
 - b. Contact the Employment Department Workforce Promoters – after verification with the employer.

Step 5 - Employee Survey

- A survey of the workers is conducted to obtain their direct input concerning the types of services they would like to see made available. A template is available in English, Spanish and Russian from CCWD and the results can be compiled by CCWD if the survey is used as presented. The transition team usually administers the survey.

Step 6 - Employee Information session:

Ideally, members of the Local DW and/or the State DW Unit conduct this meeting at the worksite.

- This team provides information to the affected workers about the services that will be made available to them to ease the transition to re-employment.
- Information is provided that will aid the worker in recognizing and overcoming various causes of stress, which are common during dislocation events.
- Additional state agencies or community-based organizations may participate as appropriate, as determined by the Local DW Liaison.

Step 7 - Project Planning

Information gathered from employees, company management, and the union (if applicable) will determine the plan for services to affected workers.

- The transition team and partners develop a plan for pre-layoff services utilizing all information obtained.
- This plan will be emailed to the State DW Unit and documented in ContactWise database.
- The need for additional funding based upon the final plan for services will be developed for the affected workers and submitted to the State when assessed as appropriate with the transition team.

Step 8 - Employer Feedback – Follow up

- Survey employers after services are provided.
- After layoffs, seek a company referral, including contact information.
- Share information obtained with partners.

- iii. How timely decisions will be made to request additional funding through such resources as National Emergency Grants and additional assistance projects.

See Step 7 above.

E. DESCRIPTION OF THE YOUTH PROGRAM DESIGN FRAMEWORK

1. Describe the design framework for the local area's youth program including how the design encompasses the following strategies:

The Youth Program is currently managed by a central office, C-TEC Youth Services, although the Clackamas County ESD holds the current provider contract. The central office manages the administration, data collection, file maintenance, and performance functions of the program. C-TEC Youth Services also contracts with a training coordinator who plans region-wide training available at no-cost to all enrolled youth. Case management, one-to-one interaction and the strategies listed below are performed by staff at participating high schools, leveraging school funds, time, buildings to provide services.

- a) Preparation for postsecondary educational opportunities;

Basic Skills and Education – Activities available include credit recovery opportunities, tutoring, alternative school settings (PACE teen parent program, YPOP, SAGE, TCAP, etc), GED preparation programs, the STEP program (GED completion and occupational skills training), e-learning opportunities (e.g. Milwaukie's eSchool and Molalla's eSchool), contextual learning opportunities (e.g. environmental science taught while learning SCUBA), transition and support in continuing into post-secondary education, financial aid assistance, support in obtaining books and other necessary equipment, and academic advising.

The Basic Skills and Education opportunities provided through C-TEC Youth Services assists many Clackamas County youth in obtaining their high school diploma or GED. Without completing their secondary education, students are unable to apply for state or

federal financial aid and are unable to enter post-secondary educational opportunities. The youth program at Molalla High School is an excellent example of how the youth program design framework prepares youth for postsecondary educational opportunities. During PY 2005-2006, Molalla High School (a participating youth service program provider) successfully launched a day-time e-School that offered credit recovery to students at risk of dropping out. Seven students who would not have graduated without the e-School option earned their high school diplomas and all seven students made plans for post-secondary education for the fall of 2006.

Another aspect of the youth program design framework includes representatives from Clackamas Community College providing on-site information and advising to students at traditional and alternative school settings, including GED completion program and e-learning environments. C-TEC Youth Services staff (Youth Transition Advisors) provide on-site individual guidance and counseling to youth transitioning from secondary and GED completion settings to post-secondary educational programs. Guidance and counseling services include individual academic assessments, college placement testing, financial aid and scholarship assistance, career assessments and planning, and internship and career exploration activities.

The Annual Youth Opportunity & Employment Fair offers a number of vendor booths representing post-secondary programs. Vendors include Clackamas Community College, Cambridge College, Concorde Career Institute, Job Corps, Massage U, Northwest Nannies Institute, Phagen's Beauty School, Universal Technical Institute, US Air Force, US Army and US Marines. Youth participants are able to visit vendor booths and receive information (including school/program preparation and pre-requisites) about various schools/programs.

Occupational Skills – Opportunities include professional technical programs at the high schools, certificate and associate programs at CCC, job exploration camps, training through the WorkSkills Lab at CCC, food handlers certification, CPR/First Aid training, short term occupational skills trainings through CCC, industry/employer led trainings (e.g. CNA, childcare training, PGE trainings, etc). The number of Occupational Skills trainings is expanding rapidly and many more opportunities are in development, including training as nursing aides for employment in assisted living facilities.

b) Preparation for unsubsidized employment opportunities; and

Work Readiness – Services include Youth Employment Lab, Employment Made Possible, One-Stop Career Center, Workforce 101 class in Estacada, Manners class in Estacada, Career Planning courses in the high schools such as Future Focus in the North Clackamas School District, WorkStart Job Club through Vocational Rehabilitation, customer service trainings, individual counseling, Youth Opportunity and Employment Fair, migrant leadership activities, career related learning experiences, career centers in the high schools and community college, cooperative work experience opportunities, drivers education classes, limited subsidized employment opportunities for specific

populations, informal mentoring with community organizations such as Colton Fire Department and Sandy Police Department, Clackamas County Environmental Youth Corps, and Oregon Youth Conservation Corps experiences. The Basic Work Readiness Statement is being tested with the youth preparing for employment opportunities.

c) Effective linkages with intermediaries with strong employer connections.

WIA IB services for youth are provided through a coordinated network of providers, under the direction of the Region's youth services contractor, Clackamas ESD.

In-school and out-of-school youth receive counseling and case management, including assessment and service planning through staff located throughout the County. Located on-site at local high schools, Clackamas Community College, the Clackamas County One Stop Resource Center, and in conjunction with staff at the Housing Authority of Clackamas County, Community Solutions for Clackamas County, State of Oregon Department of Human Services – Self-sufficiency, State of Oregon Department of Human Services – Office of Vocational Rehabilitation Services, McCauley Potter & Associates.

A "Summer Youth Academy" (SYA) is offered for participants during the summer. This service model incorporates two weeks of training, including soft skills as well as industry-specific training, along with six weeks of on-the-job paid work experience provided by local employers. A strong connection with local employers facilitates these opportunities to link program components with real work experience.

In PY 2005-2006, over 30 youth completed the two week SYA training and 25 youth obtained paid positions in local Clackamas County businesses through the Summer Youth Academy. Over half of the youth who obtained paid positions through this program retained these jobs permanently after the completion of the Summer Youth Academy. The 2006 Summer Youth Academy focused on three specific industries: Retail, Manufacturing, and Business/Office. The upcoming 2007 Summer Youth Academy will focus on one additional industry, the Transportation & Logistics sector. The goal for the 2007 SYA is to train 70 youth and refer 50 youth to paid employment opportunities with local employers.

2. Describe how the following ten program elements required in 20 CFR 664.410 are provided within the local youth program design:

The network of service providers makes sure that all 10 mandated activities are available to youth within the county. When a youth enrolls in services, they undergo assessment and individual service planning. Through the individual service plan, the providers ensure that the youth accesses whichever of the 10 activities he or she requires to be successful.

- a) Tutoring, study skills training, and instruction leading to secondary school completion including dropout prevention strategies;

Local school districts and Clackamas Community College provide opportunities for credit recovery, tutoring, literacy programs and other academic support to assist enrolled youth in staying in school, advancing their basic skill, and completing their secondary education.

- b) Alternative secondary school offerings;

Alternative education opportunities are accessed through a variety of sources depending on the population targeted. PACE teen parent program is for pregnant or parenting students in the North Clackamas School District, Oregon City Service Learning Academy is a charter school for youth in the Oregon City School District that connects classroom lessons with meaningful service to the community, Milwaukie's **eSchool targets out-of-school youth**, Clackamas Community College provides several different programs leading to high school diploma or GED, and New Urban High School is an alternative school that serves youth in the North Clackamas School District.

- c) Summer employment opportunities directly linked to academic and occupational learning;

Summer Employment is facilitated through several activities. Weekly employment labs are held at the One-Stop Career Center with follow-up one-on-one appointments available to help youth with resumes, interview preparation, or any other assistance needed to facilitate employment. The One-Stop staff also compiles and distributes weekly job lists that contain entry-level jobs that are appropriate for young people. Also an annual Youth Opportunity and Employment Fair is held in May to connect young people with employment, volunteer and educational opportunities.

Several sites in the county coordinate with other programs that operate summer employment programs, such as Oregon Youth Conservation Corps or Clackamas County Environmental Youth Corps.

The Summer Youth Academy offers six weeks of paid employment for WIA-enrolled youth with local employers in Clackamas County. The job opportunities are tied to a specific industry or cluster and offer youth an opportunity to explore a career interest while earning minimum wage.

- d) Paid and unpaid work experiences, including internships and job shadowing;

As with Summer Employment opportunities, the One-Stop Career Center is a key provider and convener of paid and unpaid work opportunities. The support provided to youth includes announcements of opportunities, assistance in the application process, and entry-level industry trainings. As a general rule, we do not fund large subsidized work programs, but instead facilitate the connection between youth and unsubsidized work experiences. On a case by case basis, we will subsidize work experience if the circumstances require it. Community Partnerships are established with local subcontractors and occasionally offer paid work experience in collaboration with another

business or agency (e.g. Estacada School District will partner with the City of Estacada to provide paid work experiences for enrolled youth).

e) Occupational skill training;

Occupational Skills Training takes place at several different levels. In the high schools and community college, professional technical programs provide occupational skills training. They can be a focused program of study, a certificate program, or an associate program. In addition, we coordinate short-term entry-level industry trainings that introduce youth to an industry, allow them to obtain a certificate, and increase their employability. Examples of these trainings include Wildland Firefighting, Childcare, Flagging, Customer Service, etc.

f) Leadership development opportunities which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities;

Leadership opportunities include various volunteer experiences such as peer mediation, Neighborhood Preparedness, HOPE Food Bank, and the Youth Action Committee. One partnership is with the Teen Resource and Action Center in Oregon City that is built upon Positive Youth Development strategies and encourages youth to become engaged in their community. A new opportunity developed this past year was a weekend leadership retreat for youth that engaged them in leadership activities, peer relations, teamwork, goal setting and decision-making.

g) Supportive services;

Supportive services include anything allowed by WIA that help a youth be successful. The most common form of supportive services are transportation assistance, books, equipment, GED test fees, etc.

h) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;

Adult Mentoring varies given the situation in which youth are enrolled. Some mentoring relationships develop out of the situation in which youth find themselves. Examples include older teen parents mentoring new teen moms or school liaisons mentoring youth involved in the Oregon Youth Authority. Other mentoring opportunities develop out of partnerships with community organizations such as the Sandy Fire Department, Canby's Kiwanas Club, and Colton's Volunteer Fire Department. Youth involved in the Summer Youth Academy may develop a mentoring relationship with their employer.

Ten youth participated in a leadership retreat during PY05 that matched them with a mentor in a career field they were interested in. All ten youth are either in-school and/or employed and still in contact with their mentors.

i) Follow-up services; and

After exit, follow-up services are provided for 12 months. At minimum, follow-up services include communication quarterly to determine youth's education or employment status and provide assistance as needed. Often times, follow-up services

look identical to services that occur when a youth is active in the program, only the enrollment status has changed. Youth in follow-up are able to access all the same services provided to youth who are active in the program.

- j) Comprehensive guidance and counseling, including drug and alcohol abuse counseling and referrals to counseling, as appropriate to the needs of the individual youth.

All youth enrolled in WIA receive guidance and counseling to determine their needs, plan appropriate activities, re-evaluate goals and activities, and motivate youth to succeed. More intensive or targeted counseling is available as needed and can include drug and alcohol treatment, group treatment sessions, or one-on-one private counseling.

F. BUDGET AND PARTICIPANT PLAN

1. Using the format provided in Attachment C, identify the funding and participants planned to be served for each year of this Plan.

PY06-07 funding and participant data used – we will submit a PY07-08 plan modification when actual data is available.

2. Include enrollment data showing enrollment information for those individuals that are “carried-in” from previous program years.

Enrollment data for “carried-in” PY06-07 not readily available – plan modification will be submitted in PY07-08 with actual enrollment carry-in when data is available.

G. LOCAL BOARD APPROVAL PROCESS

1. Describe the approval and documentation process that will be utilized to obtain formal Board approval of any modification or changes to Attachment D, Budget, Participant and Performance Plan per CCWD policy.

Board policies WICCO-003 *Grants, Funding Sources & Endorsement* (**See Attachment A-6**) will be updated in accordance with CCWD policy 589-20.1 revised 09/25/06.

Board resolutions RS-001 (**See Attachment A-17**) *Establishing Signatory Authority and Limitations*; RS-003 (**See Attachment A-18**) *Adoption of Annual Budget*; and RS-005 (**See Attachment A-1**) *Establishing Committees, Definition of Scope of Work, Board Work Flow* will be revised upon change of Fiscal Agent via the MOA process.

H. LOCAL LEVELS OF PERFORMANCE NEGOTIATED WITH THE STATE

1. Using Attachment C, identify the levels of performance negotiated with the State for the program years covered by the Plan. Provide the negotiated performance levels for each of the core indicators of performance for the adult, dislocated worker and youth programs, respectively and the two customer satisfaction indicators. Negotiations will take place for the performance targets for year two: July 1, 2008 through June 30, 2009.

PY07-08 performance negotiations are yet to be determined by the State. Region 15 will submit a plan modification for PY07-08 when data from the state is provided.

I. NOTICE OF FUND AVAILABILITY

1. This Plan covers a two-year period. Since funding allocations are provided annually, it is anticipated that the information for the subsequent years will be based on estimated figures when initially submitted. (Areas should use the same funding allocation for planning the subsequent years and be aware this is subject to change when final allocations are issued.) The allocation figures will be revised when they are finalized for the subsequent program years.
2. For WIA Title I-B subrecipients, a Notice of Fund Availability (NFA) will be issued upon approval of the Plan or modification if needed. The NFA serves as an obligation of funds to the subrecipient, not the Local Plan or modifications to the Plan.

J. REPORTING OF CIVIL RIGHTS COMPLIANCE REVIEW, COMPLAINT INVESTIGATION, ADMINISTRATIVE ENFORCEMENT ACTIONS, AND/OR LAWSUITS REGARDING DISCRIMINATION: METHODS OF ADMINISTRATION

1. According to the Workforce Investment Act and 29 CFR Chapter 37 all the requirements of the Memorandum of Administration must be submitted along with the Local Plan by the local WIA Title I-B sub recipient.

(See Attachment A-19)

ATTACHMENT C
WORKFORCE INVESTMENT ACT TITLE I-B
BUDGET, PARTICIPANT and PERFORMANCE PLAN for PY 07-08 (using 06-07 info)

Service Categories	Number of Participants Registered/Enrolled/Served	Participant Carry-In by Program Year (eg, X# = PY 04; X# = PY 05)	Funding Allocation	Indicator of Performance (TEGL 17-05)	LWIA Performance Target
Adults	350 Total	261	100% \$992,718 90% \$893,446	- Entered Employment Rate	76%
				- Retention Rate	82%
				- Earnings Change	\$3,400
				- Employment & Credential Rate	55%
Dislocated Workers	372 Total	237	100% \$1,404,808 90% \$1,264,327	- Entered Employment Rate	86%
				- Retention Rate	91%
				- Earnings Change (Dollars)	(\$2,700)
				- Employment & Credential Rate	55%
Older Out of School Youth Age 19 – 21	600 Total All Youth	44	100% \$996,560 90% \$896,904 Total All Youth	- Entered Employment Rate	65%
				- Retention Rate	75%
				- Earnings Change	\$3,000
				- Employment & Credential Rate	50%
Younger- In School Youth Age 14 – 18		282		- Diploma Attainment	60%
				- Skill Attainment	78%
				- Retention	50%

Adults

- Total number of Adults planned to be registered in the Program Year. These are the number of adults who will receive services funded under Title I other than self-service or informational activities.
- Total number of Adults enrolled in previous year/s carried forward.

Dislocated Workers

- Total number of Dislocated Workers planned to be registered in the Program Year. These are the number of dislocated workers who will receive services funded under Title I other than self-service or informational activities.
- Total number of Dislocated Workers enrolled in previous year/s carried forward.

Youth

- Total number of Youth planned to be enrolled in the Program Year.
- Total number of Youth enrolled in previous year/s carried forward.

NOTE: Attachment C must be submitted for each year of the plan and attached to any modification request to CCWD.

ATTACHMENT C
WORKFORCE INVESTMENT ACT TITLE I-B
BUDGET, PARTICIPANT and PERFORMANCE PLAN for PY 08-09

Service Categories	Number of Participants Registered/Enrolled/Served	Participant Carry-In by Program Year (eg, X# = PY 04; X# = PY 05)	Funding Allocation	Indicator of Performance (TEGL 17-05)	LWIA Performance Target
Adults	350 Total	261	100% \$992,718 90% \$893,446	- Entered Employment Rate	76%
				- Retention Rate	82%
				- Earnings Change	\$3,400
				- Employment & Credential Rate	55%
Dislocated Workers	372 Total	237	100% \$1,404,808 90% \$1,264,327	- Entered Employment Rate	86%
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Older Out of School Youth Age 19 – 21	600 Total All Youth	44	100% \$996,560 90% \$896,904 Total All Youth	- Entered Employment Rate	65%
				- Retention Rate	75%
				- Earnings Change	\$3,000
				- Employment & Credential Rate	50%
Younger- In School Youth Age 14 – 18		282		- Diploma Attainment	60%
				- Skill Attainment	78%
				- Retention	50%

Adults

- Total number of Adults planned to be registered in the Program Year. These are the number of adults who will receive services funded under Title I other than self-service or informational activities.
- Total number of Adults enrolled in previous year/s carried forward.

Dislocated Workers

- Total number of Dislocated Workers planned to be registered in the Program Year. These are the number of dislocated workers who will receive services funded under Title I other than self-service or informational activities.
- Total number of Dislocated Workers enrolled in previous year/s carried forward.

Youth

- Total number of Youth planned to be enrolled in the Program Year.
- Total number of Youth enrolled in previous year/s carried forward.

NOTE: Attachment C must be submitted for each year of the plan and attached to any modification request to CCWD.

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ATTACHMENT D

WIA TITLE I-B

ASSURANCES

AND

DISCLOSURE OF LOBBYING ACTIVITIES

FEDERAL GRANT ASSURANCES

Each Grantee should carefully read and review the WIA Statute and Regulations related to this Assurances form. For purposes of this Grant Contract, "Contract" shall mean "Grant Contract" and "Contractor" shall mean "Grantee."

The Contractor identified below, through its duly authorized representative, hereby assures and certifies that throughout the period of the grant /contract award and at all times while this Contract is in effect, it will comply with (as they may be amended from time to time), all applicable federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives, including without limitation: the Title IB of the Workforce Investment Act of 1998 (PL 105-220 29 USC Sec 2801 et seq) and corresponding WIA Regulations (20 CFR 660.300) OMB Circulars A-87 and A-133; all regulations and administrative rules established pursuant to the foregoing, all applicable Oregon Revised Statutes; and all applicable Oregon Administrative Rules.

Without limitation, Contractor assures and certifies that it:

1. Has the legal authority to apply for and receive funds, including federal and state funds, under the grants and programs covered by this Contract, and the institutional, managerial and financial capability (including funds sufficient to pay the non-federal share of project cost) to ensure proper planning, management and completion of the projects, grants and programs covered by this Contract.
2. With respect to Federal funds received by Contractor under this Contract, will comply with the cost principles determined in accordance with the provisions of OMB Circular A-87, "Cost Principles for State, Local and Indian Tribal Governments," or A-21. "Cost Principles for Educational Institutions" or A-122, "Cost Principles for Non-Profit Organizations" as applicable based on the status of the entity receiving the Contract, and the cost related provisions of the corresponding regulations found in 29 CFR part 97, 29 CFR Part 95 or 48 CFR Part 31.
3. Will maintain and will permit the Agency, the Oregon Secretary of State's Audit Division, the Oregon Department of Justice, the Federal Department of Labor, Employment and Training Administration through any authorized representative,

access to and the right to examine and audit all records, books, papers or documents related to the awards or programs, to satisfy audit and program evaluation purposes and for all other lawful purposes; will establish a proper accounting system in accordance with generally accepted accounting standards and directives of the Federal awarding agencies; and will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

4. Will not permit any person or entity to receive grant or program funds if the person or entity is listed on the non-procurement portion of the General Service Administration's list of parties excluded from federal procurement or non-procurement programs in accordance with Executive Order No. 12,549 and Executive Order No. 12,689 of the President of the United States.

5. Contractor will comply with the following:

A. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 USC section 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

B. The lobbying provisions of 34 CFR Part 82.

Contractor certifies, by signing this agreement to the best of his or her knowledge and belief, that no Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Contract, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

C. Contractor shall require certification of the foregoing from all recipients of grant or program funds by including it in and requiring that it be included in all contracts pursuant to which grant or program funds are paid.

6. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

7. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding Agency.

8. Will comply with all federal, state and local laws, regulations, executive orders, ordinances, administrative rules and directives relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U. S. C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U. S. C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U. S. C. §§6101-6107), which prohibits discrimination on the basis of age; (e) The Americans with Disabilities Act of 1990 (42 U.S.C. §§12131 et seq.), which protects qualified persons with disabilities from discrimination in employment opportunities and imposes requirements for construction, remodeling, maintenance and operation of structures and facilities; (f) Implementation of the Nondiscrimination and equal Opportunity Provisions of the Workforce Investment Act of 1998 (29 CFR Part 37); (g) ORS Chapter 659, as amended; (h) any other nondiscrimination provisions in the specific statute(s) under which application for federal assistance is being made; and, (i) the requirements of any other nondiscrimination laws, regulations, executive orders or ordinances which may apply to Applicant or the award or programs.

9. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7326) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds, unless exempt by the Hatch Act exclusion for individuals employed by an educational or research institution, establishment, agency, or system which is supported in whole or in part by a state or political subdivision thereof, or by a recognized religious, philanthropic, or cultural organization, as provided in 5 U.S.C. §1501(4) (B).

10. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.

11. Will comply with the applicable requirements of the federal Health Insurance Portability and Accountability Act of 1996 (HIPPA) (42U.S.C. §§1320d et seq.) and the implementing regulations, 45 CFR 160, which relate to health information privacy and security and the transmission of such information

12. Will comply with the following additional requirements in accordance with WIA:

- A. All proposals, evaluations, periodic program plans, and reports relating to each program will be available for public inspection.
- B. No grant funds will be used for the acquisition of real property or for construction unless specifically permitted by the authorizing statute or

implementing regulations for the program.

- C. No grant funds will be used in violation of the prohibitions against use of such funds for religious worship, instruction, or proselytization.
- D. Contractor will cooperate in any evaluation of the program by the Secretary of the United States Department of Labor.
- E. Contractor will use fiscal control and accounting procedures that ensure proper disbursement of and accounting for federal funds.
- F. Contractor will obligate funds in accordance with the timing and other requirements of 29 CFR Part 97.21 or 29 CFR 95.22.
- G. Contractor will furnish reports that the Agency requests or that may reasonably be necessary for the Agency to carry out its responsibilities under the program, and will furnish all annual and other reports required by applicable laws and regulations.
- H. Contractor will keep records that fully show: (1) the amount of funds; (2) how the funds are used; (3) the total cost of the project; (4) the share of that cost provided from other sources; and (5) other records to facilitate an effective audit.
- I. Contractor will keep records to show its compliance with program requirements.
- J. Records will be retained for three years after completion of the projects and Work covered by this Contract and access will be provided as deemed necessary by the Department or the United States Department of Labor.
- K. Contractor will comply with the protection of the rights and privacy of parents and students in accordance with, the Family Educational Rights and Privacy Act of 1974, (20 U.S.C. §1232g).
- L. None of the funds will be used to acquire equipment (including computer software) in any instance in which such acquisition results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

14. Will comply with all applicable requirements of all of the foregoing and all other federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives applicable to the grants, awards, programs and Work covered by this Contract

15. Debarment, suspension, ineligibility and voluntary exclusion – lower tier covered transactions: As required by Executive Order 12549, Debarment and Suspension, and implemented at 15 CFR Part 26, Section 26.510, Participants Responsibilities, for prospective participants in lower tier covered transactions (except subcontracts for goods or services under the \$25,000 small purchase threshold, unless the sub tier recipient will have a critical influence on or substantive control over the award), as defined at 15 CFR Part 26, Sections 26.105 and 26.110:

- A. The prospective lower tier participant certifies, by submission of these assurances, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.

- B. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this proposal.

16. The Contractor also agrees by signing this Contract that he or she shall require that the language of these assurances be included in all subagreements, which exceed \$100,000 and that all such subrecipients shall certify and disclose accordingly.

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Signature Page

Program Year 2007 through Program Year 2009
WIA Title I-B Statement of Concurrence for the
Local Workforce Investment Area known as
Region 15 – Workforce Investment Council of Clackamas County

Statement of Concurrence

We, the undersigned, do hereby approve and submit this Local Plan, including Attachments B, C, D and E for the Workforce Investment Act Title I-B Adult, Youth and Dislocated Worker Programs.

Workforce Investment Council of Clackamas County will be the sub recipient under this Plan.

Workforce Investment Council of Clackamas County will be the Administrative Entity under this Plan.

The length of this Plan will be July 1, 2007 through June 30, 2009.

We assure that all activities entered into by the sub recipient and/or administrative entity with funds provided under this Plan will be subject to the attached assurances and confined to the described activities.

Submitted on behalf of the Local Workforce Investment Board and Chief Elected Officials for this Local Workforce Investment Area:



(Signature- Chief Elected Official)

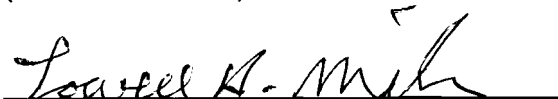
Martha Schrader, Chair

5.30.07

(Date)

Martha Schrader, Chair

(Print Name & Title)



(Signature- Workforce Investment Board Chair)

Lowell Miles, Chair

5-30-07

(Date)

Lowell Miles, Chair

(Print Name & Title)

Accepted on behalf of the State of Oregon:

(Signature)

(Date)

(Name and Title)