State of Oregon
Five-Year Plan

For
Title I of the
Workforce Investment Act,
the Wagner-Peyser Act,
and Trade Adjustment Assistance

July 1, 2012 to June 30, 2017

Plan Submission and Certification

This document is the State of Oregon Five-Year Plan for Title I of the Workforce Investment Act, the Wagner-Peyser Act, and Trade Adjustment Assistance for July 1, 2012 – June 30, 2017, as submitted to U.S. Department of Labor (DOL) September, 2012 by posting the plan on www.worksourceoregon.org. The State of Oregon certifies that no changes will be made to this Plan as posted on this website unless DOL provides approval for such changes.

Contact:
Greg White
Executive Staff
Oregon Workforce Investment Board
255 Capitol Street NE, 3rd Floor
Salem, OR 97310-1341
(503) 947-2451
greg.white@state.or.us

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Section I. State Workforce Strategic Plan

Governor's Vision:
Governor's strategic vision for the state's economy and overarching goals for the state's workforce system

Oregon Governor Kitzhaber's vision is that:

Oregon has a diverse and dynamic economy
that provides jobs and prosperity for all Oregonians.

A robust economy with ample mid- to high-income jobs is a baseline for a state-wide high quality of life, which includes healthcare, food security, and quality housing. The Governor's plan seeks to focus on Oregon's long-term economic prosperity and resiliency through people-based strategies designed to lift up Oregon workers, innovators and entrepreneurs.

To achieve this vision, in December 2011, Oregon's Governor delivered a powerful charge to the OWIB:

> *Transform the workforce development system to achieve better outcomes for Oregon's businesses and for all Oregonians who can and want to work.*

The Governor's charge is a call to action – to produce a highly-skilled workforce, to advance more people into family wage jobs, and to help Oregon businesses compete in a global economy.

In response, and in order to achieve the Governor's vision, the Oregon Workforce Investment Board developed Oregon's new workforce strategic plan, *Oregon at Work*. This plan identifies three overarching goals that will lead to achievement of the Governor's vision:

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

Strategic direction for the state workforce system

Oregon Governor Kitzhaber has identified strategic direction for the state's workforce system:

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

The Oregon Workforce Investment Board's Workforce Strategic Plan for 2012-2013 *Oregon at Work* provides a call to action for transformational change in Oregon's workforce development system - from a number of stand-alone programs and agencies to a highly-aligned and integrated system. Please see the complete strategic plan at http://www.worksourceoregon.org/strategic-plan-2012-2022.

How the vision guides investments in workforce preparation, skill development, education and training and major initiatives supporting the governor's vision.

Oregon's strategic vision for the state workforce system builds upon similar reforms in two other Oregon systems: education and economic-community development. Both of these previous efforts have put greater decision making into the hands of local organizations, while at the same time clarifying available investments and increasing accountability. The success of these reforms rests on tightly-defined outcomes with the highest flexibility possible on how to achieve them. Oregon's workforce strategic plan, *Oregon at Work,* was developed with the same intent. The recommended system reforms will reduce fragmentation and provide greater flexibility to local communities in determining how they will work together to achieve goals and outcomes.

Governor Kitzhaber's vision, as outlined in the Plan, has three primary goals, described in detail below. The descriptions for these goals further details how they will guide investment in workforce preparation, skill development, education and training, job placement, and major initiatives.

Governor's vision for aligning efforts among workforce development partners to achieve accessible, seamless, integrated, and comprehensive service.

- AND -

How programs and activities will support the state's economic development needs and the employment and training needs of all working-age youth and adults in Oregon.

The *Oregon at Work* plan has three goals which guide investments, support aligning efforts and meet both Oregon's economic development needs and the employment and training needs of Oregon's workforce. Goals 1 and 2 are primarily focused on supporting

the state's economic development needs, and Goal 3 is focused on alignment among workforce development partners.

Goal 1: Oregonians have the skills they need to fill current and emerging high-wage, high-demand jobs.

To meet this goal Oregon's workforce system must provide services and partner with educational programs to ensure that: 1) all Oregonians can meet basic workplace skills requirements and are ready to work, and 2) Oregon's workers have the transferable, technical skills that make them competitive for high-wage, high- demand jobs. This must be true for all groups of workers and potential workers - whether they are coming directly out of high school, a trade or technical school, an apprenticeship program, a Workforce Investment Act funded training program, a public assistance program, a community college, a four-year university or are already working.

Oregon's education reforms under the current Governor include the replacement of an elected Superintendent of Education with a Chief Education Officer (CEdO) who reports to the Governor, and a new, overarching board, the Oregon Education Investment Board (OEIB), which will be responsible for the entire Pre-K through University educational system. The OEIB is developing an education investment strategy to improve defined learning outcomes from early childhood through public schools, colleges and universities. The Oregon Workforce Investment Board (OWIB) will complement these efforts by assuring those not in the education system have the foundational skills to compete for the middle-skill and technical jobs needed to fill the current and projected skills shortage. The workforce system at the local level will leverage activities and resources to support the movement of Oregonians up the ladder of self-sufficiency, ensuring they do not get "dropped" at various transition points, while aligning with the vision and desired outcomes of the state's education system.

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

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

Businesses can locate anywhere, so they must perceive value in maintaining their operations or expanding. While the taxation and regulatory climate affects where a business chooses to locate and grow, an increasingly critical factor is a ready pipeline of skilled and job-ready workers who can be immediately productive in the workplace. To meet this goal, Oregon must invest workforce development dollars into approaches that assure the workforce needs of a range of industry sectors can be addressed statewide and

within different local areas. The workforce system must partner with economic development and local industries to better identify skill shortages and industry trends in order to determine which programs and strategies to create, grow, or eliminate. With an adequate supply of appropriately skilled workers, Oregon will be able to recruit new business and industry, retain existing companies and help them grow.

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

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

Description of the methods used for joint planning, and coordination of the programs and activities included in the plan. (WIA Sections 111(d)(2), 112(a)-(b), W-P Section 8(c).)

In 2011 the OWIB determined that it was time to update Oregon's strategic workforce plan. The committee devised a two-phase approach, the first phase being an evaluative one: What did we learn from the last strategic plan? Was it effective? How could it be improved? The second phase was intended to be the actual update to the plan, assuming one was needed.

The Phase One evaluation work began in early 2011. It consisted of stakeholder interviews, benchmarking against other states, and analysis of the quantifiable outcomes in the plan to catalog successes and note challenges. This work resulted in two documents: 1) a "Report Card" of the plan and 2) a Gap Analysis and Recommendations for Change. These documents revealed a need to update the plan, so it would: focus on a few quantifiable outcome measures, include a mechanism for subsequent updates, establish a framework for a closer relationship between the OWIB and the state agency partners and the Local Workforce Investment Boards, and provide better communication of progress on achieving the plan.

Phase Two began in November of 2011. The work included: defining and illustrating Oregon's workforce system, developing the mechanism for state/local coordination, developing a vision, drafting the strategic framework (shell) for the plan, and developing the guidance to Local Workforce Investment Boards for local planning.

During Phase Two, Oregon's strategic plan, *Oregon at Work*, was developed using a joint planning process which included coordination among Oregon's major workforce entities.

Shortly after Phase Two began, in December 2011, the Governor shared his vision for education reform, economic development, and his charge to the workforce development system to support these statewide priorities. Based on the Governor's charge, the OWIB set a vision and set of outcomes to drive workforce development over the next 10 years. The Board's Strategic Planning Committee, the Governor's Workforce Policy Cabinet, Local Workforce Investment Board (LWIB) directors, and key strategic partners in education and economic development then developed the strategic framework of the plan and ensure the plan supports and aligns with the statewide priorities and objectives.

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

Participants in the state-level planning process included 21 members of the Oregon Workforce Investment Board, 16 members of the Governor's Workforce Policy Cabinet, and representatives from all Oregon LWIBs. In addition, each LWIB held local meetings that included representatives from local businesses, labor, educators, and human service providers.

This community-focused development of the *Oregon at Work* plan led to a strong emphasis on continuing to use joint planning and coordination for Oregon's workforce activities into the future. As a result, it is one of three major goals in Oregon's workforce strategic plan.

The methods that will be used to coordinate programs and activities take both a statewide and local approach. Throughout, the primary emphasis is to provide a framework that will support local decision-making regarding coordination and implementation of programs.

As *Oregon at Work* is implemented at the state level the Governor's Workforce Policy Cabinet will develop a companion, biennial implementation plan that will outline specific key actions, budgets, outputs and timeframes to translate the *Oregon at Work* strategic plan into coordinated state-level action. Local Workforce Investment Boards (LWIBs) will facilitate the development of similar implementation plans that will translate the plan into real service for Oregonians and employers based on local needs and economies. Once the implementation plans are complete, every LWIB will enter into a two-year performance compact with the OWIB that describes the specific results to be achieved. The OWIB will approve and conduct periodic reviews of the compacts to ensure that local areas are following through on their implementation efforts and making progress on statewide goals.

At the local level, the *Oregon at Work* plan does not seek to direct how specific programs should be managed. Instead it looks at the system as a whole and provides both state and local agencies with guidance, policy frameworks, and tools to achieve success in a dynamic new economy. The plan lays out "why" the system needs to transform and "what" Oregon intends to do to address the current and future needs. But *Oregon at Work* intentionally does not address the specifics of "how" the strategies in the plan will be carried out. The OWIB recognizes that the most effective implementation of the strategies will be developed in response to the needs of local economies by those working in local communities. In Oregon, for the education reform effort and the workforce alignment effort, the term of art is "Tight on the what, loose on the how." This puts decision-making at the level closest to the customer.

Economic and Workforce Information Analysis:

The labor market and economic context in which the state's workforce system (including all the programs in the Integrated Workforce Plan) is operating, based on accurate and timely labor-market, demographic, and economic information, with particular attention given to high-need, under-served, under-employed, and/or low-skilled subpopulations. (WIA Sections 112(b)(4), 112(b)(17)(A)(iv), 112(b)(18), W-P Sections 8(b) and 15.)

Assessment of the needs of constituents within the state who will become, or currently comprise, the state's workforce, particularly those needs which can be addressed by the programs included in the Integrated Workforce Plan.

The state's analysis of the current economy and future trends of the economy forms the foundation for strategic planning. For its analysis, the state may use the workforce information produced by the state workforce agency as well as other data available from Federal, state, and private sector sources, and informed by the business representatives of the state workforce investment board (SWIB).

The recent economic forecast for Oregon suggests that economic conditions are improving for many of Oregon's families and businesses. Unfortunately, the pace of improvement remains slower than in past economic recoveries. After losing nearly

148,000 jobs during the recession, less than one-third have been added back during two years of slow jobs recovery.

Current projections indicate Oregon's economy can expect more of the same slow job growth in the near future. The June 2012 Oregon Office of Economic Analysis' Economic and Revenue Forecast projects the state to add just 22,500 jobs in 2012 and 39,100 jobs in 2013. Pre-recession employment levels are not expected to be reached until the end of 2014.

An assessment of the current situation and projected trends of the state's economy, industries and occupations, including major economic regions and industrial and occupational sectors

Oregon's unemployment rate has improved from its recession high of 11.6 percent in spring 2009, when Oregon had the second highest unemployment rate in the nation, to 8.5 percent in June 2012. Unemployment resulting from job loss explained a large part of the rise in the unemployment rate, but an increase in the labor force contributed to part of the rate's increase.

The labor force grew partly due to population growth – a result of natural increase (births minus deaths) and net migration – and partly due to more existing population looking for work. It is likely that some Oregonians entered the labor force by looking for work when their household's main work-related earnings were threatened or reduced by the weak economy or when their capital assets or income fell due to declining stock values and lower interest rates.

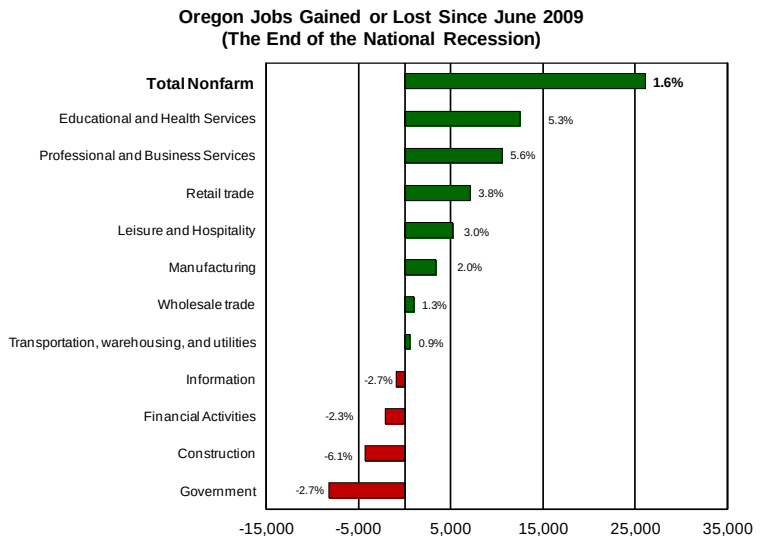
Oregon's labor force has since stabilized around 1,990,000 million people. This is largely due to much slower population growth than the average during the past two decades. Population growth is expected to increase again when job growth improves enough to attract more workers from out of state. Other likely factors slowing labor force growth are the increase in the number of people leaving the labor force as baby boom generation workers reach retirement age, the lower labor force participation rate among teenagers, and discouraged workers who are not currently looking for work.

The unemployment rate is expected to stay elevated, with the annual average for 2012 forecasted to be 8.6 percent. As the economy improves, some workers who left the labor force will return as their prospects for finding a job improve. These re-entrants will keep Oregon's unemployment rate around 8.0 percent in 2013, and the rate is expected still be around 7 percent when the number of jobs returns to its pre-recession high.

Oregon's Rocky Recovery

Job loss was the main cause of Oregon's huge rise in unemployment rate. Between February 2008 and February 2010, Oregon lost about 147,700 jobs, 8.5 percent of its total nonfarm employment. The road to regaining those jobs has been slow and uneven as only 43,200 jobs have been added back since the lowest point through June 2012.

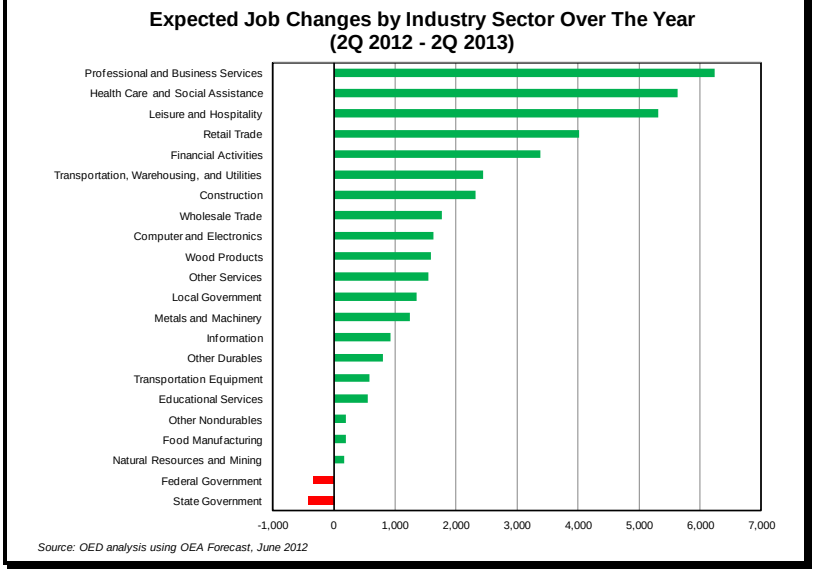
Graph 1



Although the national recession technically ended in June 2009, according to the National Bureau of Economic Research, not all areas of the economy have seen recovery. Graph 1 shows the change by broad industry. The industries that have added jobs are educational and health services (12,500); professional and business services (10,600); retail trade (7,100); leisure and hospitality (5,200); manufacturing (3,400); wholesale trade (1,000); and transportation, warehousing, and utilities (500). Industries that continued to lose jobs after the recession ended are construction (-4,300); financial activities (-2,100); and information (-900). The private sector as a whole has gained 34,300 jobs since the end of the recession, but those gains have been partially offset as cuts in the government sector continue to slow total nonfarm job growth. Compared with June 2009, Oregon's government sector has lost 8,200 jobs.

Graph 2 shows the projected net job change from the second quarter of 2012 to the second quarter of 2013. Net jobs gains are expected across

Graph 2



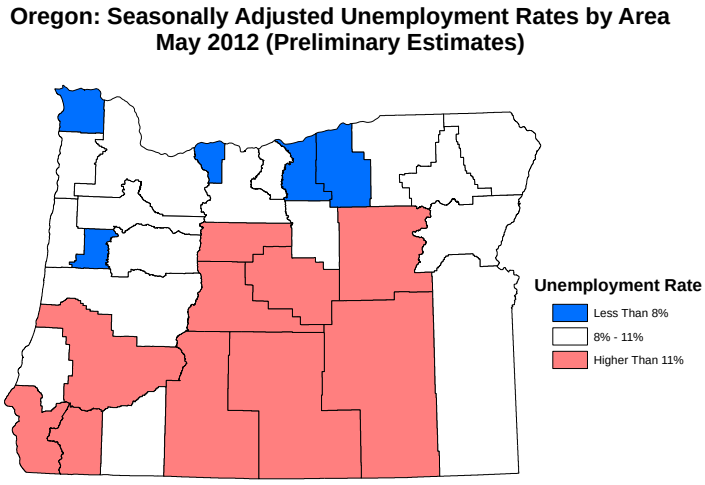
all the major private industries. The industries with the largest projected net job gains are professional and business services (+6,200), private health care and social assistance (+5,600), and leisure and hospitality (5,300). State and federal government is expected to continue to lose jobs over the year.

Rural Areas of the State Seeing Little Recovery

The Portland-Vancouver-Hillsboro area is Oregon's largest metropolitan area and is split along the Oregon and Washington state boarder. Most of the metro area's residents and jobs are on the Oregon side. The Portland metro area has a labor force of about 1.2 million people. Because Portland's economic region crosses the state boarder, many workers in Oregon actually live in Washington. In 2010 there were about 75,000 people working in Oregon who live in Washington. Portland metro's economy is doing better than the state as whole, and its 8.0 percent unemployment rate was lower than the state's in May 2012.

Unemployment rates tend to be higher in Oregon's other metro areas. The unemployment rate in the Eugene-Springfield metro area is 8.5 percent, Salem's is 9.0 percent, Medford's is 10.5 percent, and Bend's is 11.1 percent. The exception is the Corvallis metro area, which is economically buoyed by Oregon State University. At 5.9 percent, Corvallis has the lowest unemployment rate in the state.

Figure 1



Many of Oregon's rural counties are still struggling with unemployment rates higher than 10 percent. Unemployment is especially high in the central and southern regions of the state. Central Oregon's Crook County has an unemployment rate of 13.5 percent, the highest of any county in Oregon. Overall, non-metro area unemployment is at 10.2 percent.

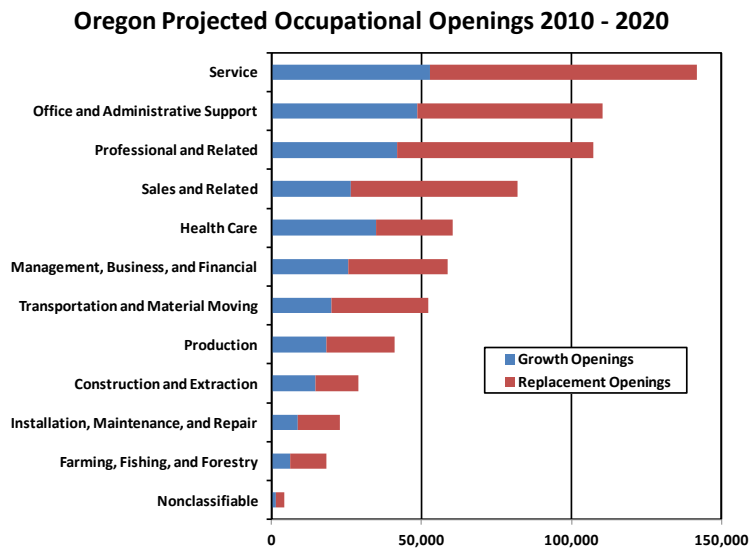
Continued Need for Trained Workers to Replace Retiring Workers

As workers progress in their careers, they may change occupations. This creates an opening in the occupation they leave that can be filled by someone new to the occupation who may need training to fill that opening. Also, when workers reach the end of their

careers, they leave the labor force, again creating an opening that may require training to fill.

We use the phrase "replacement openings" for the total number of occupational openings due to people changing occupations or leaving the labor force. More workers are needed to fill replacement openings than for "growth openings" that are due to net job growth in occupations. Even in some occupational groups with little anticipated net job growth, replacement openings can be very numerous.

Graph 3



During the recent recession, many workers were forced to delay retirement. Looming retirements mean there is going to be continued need for so-called replacement workers, even during periods of slow job growth. Projections by the Oregon Employment Department indicate that Oregon will have about 300,000 job openings due to economic growth between 2010 and 2020. However, there are going to be an additional 429,000 replacement job openings from workers permanently leaving their occupations, mostly due to retirements.

Projected growth and replacement job openings by broad occupational group are shown in Graph 3. Service occupations will have the most openings through 2020, but of the 142,000 expected openings, 63 percent will be due to replacement needs. In fact, most job openings in nearly all occupational groups will be from replacements as more workers enter retirement. Only the health care and construction and extraction occupational groups are expected to have more openings due to growth than due to replacement openings. As the economy improves, replacement openings are likely to become more numerous and the associated need for training is likely to grow.

An assessment of the workforce skills and knowledge individuals need to find current and future employment in the state, particularly those skills and knowledge identified by employers as necessary for economic growth in the state

A skilled workforce is a key component of Oregon's economic strength. To remain competitive, Oregon businesses need an adequate supply of job-ready workers. Skills are

essential at every level of the workforce. A more highly skilled workforce will be better able to adapt to the changing needs of businesses in an evolving economy.

For workers to be competitive in the job market, and for employers to maintain a productive workforce, workers need a variety of basic, entry-level skills. These include reading, writing, speaking, listening, arithmetic, and basic computer skills. Employers also need workers with "soft skills," including good work habits, dependability, and a positive attitude. These basic skills can be the foundation for more complex skills demanded by higher paying occupations.

The table included here shows the skills most commonly needed across Oregon's economy. While this particular snapshot is based on all 2010 employment, the list is very similar for only high-demand occupations. Top skills associated with projected openings over the 2010 to 2010 period are also quite similar, meaning this list is relevant for current and future workforce needs.

Top 20 Skills By 2010 Employment, Oregon
Process records and maintain forms and files
Use basic mathematics
Work as a team member
Provide customer service
Obtain information from clients, customers, patients or others
Follow safety procedures
Use computers to enter, access and retrieve data
Prepare reports in timely manner
Use algebra
Maneuver heavy objects
Use correct grammar, punctuation and spelling
Apply mathematical principles to accounting, bookkeeping or budgeting
Apply health and sanitation standards
Process and prepare business forms
Understand, use, and communicate technical information
Make presentations
Provide customer service using telephone
Receive payments and make change
Organize and work with detailed records
Apply active listening techniques

Higher paying occupations tend to require a higher level of skill, on top of a worker's basic skills. When looking at the skills most commonly associated with high-wage occupations, there are some key differences from the top skills listed here for all occupations. High-wage occupations are more likely to require skills like: use algebra; prepare reports in a timely manner; understand, use and communicate technical information; make presentations; read schematics and specifications; and apply active listening techniques. Less emphasis is placed on skills like: provide customer service; follow safety procedures; maneuver heavy objects; apply health and sanitation standards; and operate fax machines, copiers, printers and other office machines.

A description of the characteristics and employment-related needs of the state's population, and diverse sub-populations, including those from racial, ethnic, linguistic groups, older persons, and individuals with disabilities

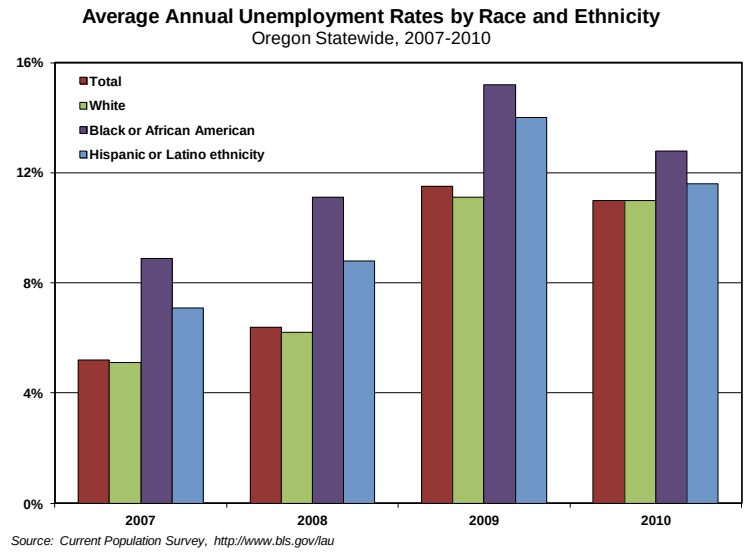
Oregon's population has become more racially diverse over the last two decades. By 2010, the portion of whites was almost 84 percent, blacks and African Americans still

accounted for almost 2 percent of the state's population in 2010, and other races made up the remaining 15 percent.

Oregon's population has also grown more ethnically diverse, as seen in the growth of the Hispanic population over the last two decades. By 2010 it had grown to almost 12 percent. More than 16 percent of the United States' population was Hispanic in 2010, indicating that Oregon still has a small Hispanic population relative to the national average. Nevertheless, Oregon's Hispanic population grew at a faster rate (63%) than the national average (43%) from 2000 to 2010.

At 12.8 percent in 2010, unemployment among blacks or African Americans was higher than the total population, which was 11 percent. The unemployment rate among people of Hispanic of Latino ethnicity was also higher at 11.6 percent.

Graph 4



Based on the assessments above, an analysis of the skill and education gaps for all individuals within the state, particularly for those individuals targeted by the programs included in the Integrated Workforce Plan

Of all projected occupational openings for the 2010 to 2020 period, we expect more than two-thirds to require, as a minimum qualification for the job, no more than a high school diploma. Seven percent of all openings should require postsecondary training and another 5 percent will require associate degree as a minimum requirement. The remainder will require a bachelor’s degree or higher.

However, in a competitive hiring environment like the current economy, the minimum qualification may not be enough to obtain employment. When looking at the requirements for applicants to be competitive for an opening, 28 percent of occupational openings are expected to require applicants to have postsecondary training or an associate degree. More than one-quarter of anticipated openings will require a bachelor’s or higher degree.

In 2010, 26 percent of Oregonians over the age of 25 had completed at least a high school diploma, 34 percent had some post-secondary training or an associate degree, and 29 percent had completed a bachelor's degree or higher.

In 2011, the Oregon Legislature established the "40-40-20" goal that declares by 2025, 40 percent of Oregon adults have earned a bachelor's degree or higher, 40 percent of adults will have earned an associate degree or post-secondary credential, and 20 percent of adults will have earned a high school diploma or equivalent. Economists say the payoff for coming near the 40-40-20 goal is that Oregon will see declines in poverty and all the social problems that come with it.

An analysis of the challenges associated with the state's population attaining the education, skills, and training needed to obtain employment

Oregon has experienced an interrelated set of challenges, based on economic and population factors. The plan responds to these challenges. Because the economy is central to job availability and skill needs, the list below includes both factors related to the skills of Oregonians as well as to economic impacts on jobs.

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

- Growing Skill Gaps: The skills businesses are seeking in today's workplace are outpacing the skills of Oregon's workforce. Even with an overall labor surplus, many employers report that they are unable to find the skilled workers they need. Labor shortages and skill gaps in some industries and occupations threaten Oregon's economic recovery.
- Lagging Income: Oregon lacks adequate high wage or "family wage" jobs to provide the quality of life we want for our residents. Wages in Oregon are not keeping pace with the national average.
- Rapidly Advancing Technology: Advances in technology are outpacing the capacity of Oregon's traditional teaching and learning system to respond. Workers already on the job are challenged to maintain productivity and learn new skills at the same time.
- Expanding Globalization: In today's global economy, businesses can locate, acquire materials, provide services, sell products, and find talent from anywhere. Having a highly skilled and entrepreneurial workforce equal to or exceeding that of any other part of the world is a critical strategy. Oregon is increasingly losing ground as foreign countries are making significant investments in education and infrastructure and strategically restructuring their economies.
- Demographic Shifts: Oregon's workforce is aging. Significant numbers of skilled workers will retire in the next decade with an inadequate supply of skilled, younger workers available to fill the gaps. Oregon's workforce is also becoming more culturally and ethnically diverse. Many of those who have been part of the minority population (and who will soon become part of the majority) have lagged behind in

educational attainment and economic success. Oregon cannot continue to address these challenges with the same tools that have been used in the past.

- Broken Workforce Pipeline: One in six Oregon adults does not have a high school diploma. Additional research indicates that many more do not have the basic math and reading skills necessary to compete for available jobs. Growing numbers of Oregon's youth have not had access to summer employment, entry-level jobs and other learning opportunities. As a result, they have not had the opportunity to build the critical thinking, problem-solving and basic work readiness skills they need to become valued employees, advance along the career and income ladders, and become successful in life.
- Lack of Entrepreneurial Skills: The new economy requires entrepreneurs to create new companies, and employees with entrepreneurial skills to help existing companies adapt, expand and innovate. Yet our education and workforce systems are not designed to foster entrepreneurialism.

The result is that Oregonians seeking gainful employment and decent wages face greater challenges than ever before. At the same time, core beliefs about economic development strategies are shifting to a system which places a higher value on the quality and characteristics of the workforce than traditional strategies and tactics such as financial incentives and cheap labor.

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

Source: www.neweconomyindex.org

As a result, it becomes more important than ever that the state's population attain the education, skills, and training needed to obtain employment.

A discussion of the ability of Integrated Workforce Plan programs to meet the skill needs of employers in the state and close any skill gaps

The Oregon Workforce Investment Board has issued a call to action, as a companion to the Governor's call to action, focused on meeting the skill needs of Oregon's employers and closing skill gaps among Oregon's workforce:

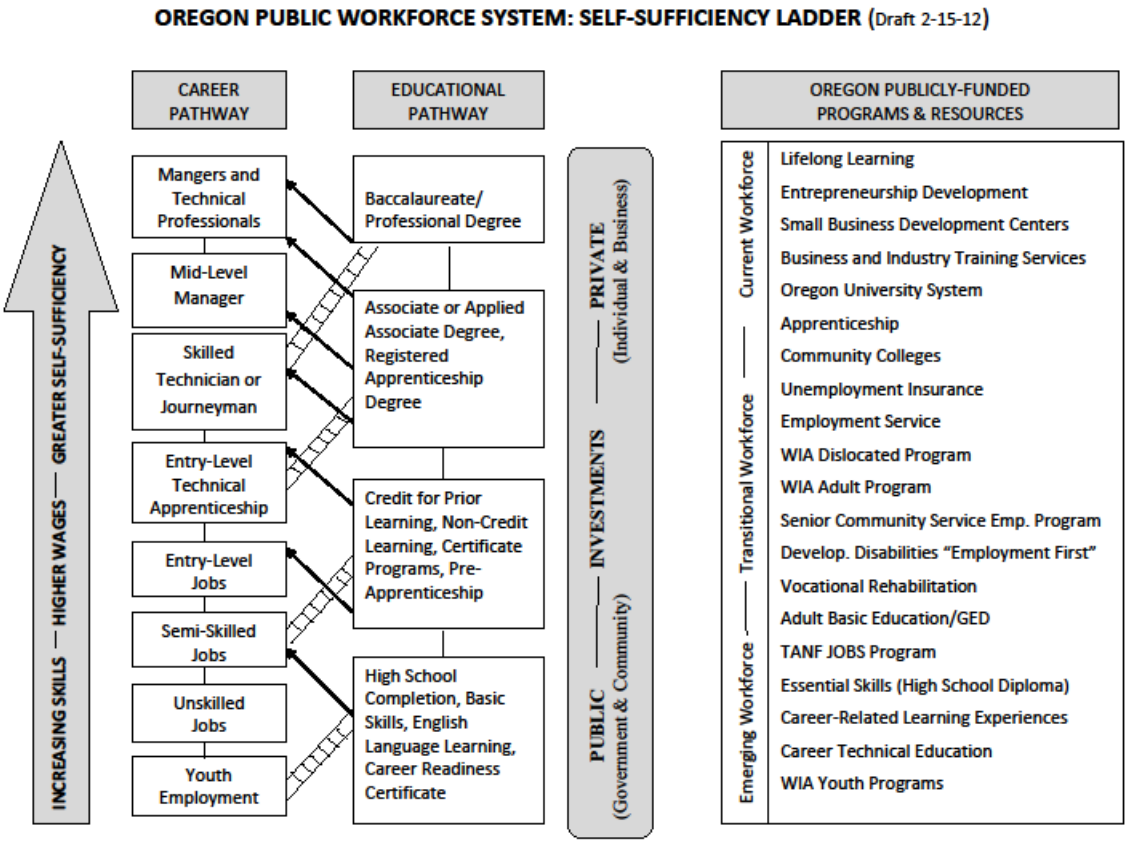
> The OWIB Chair's Call to Action
> The Oregon Workforce Investment Board is responding to an urgent call to action from Oregon's Governor: *transform the state's workforce development system into a highly integrated program aligned to meet the needs of employers and Oregonians who want to work*. This is the plan to meet this challenge. From its focus on integrating state agency work plans, through development of compacts between LWIBs and the OWIB, and culminating in a short list of achievable outcomes, this plan provides a powerful strategy for unifying bureaucracies and budgets behind a statewide vision of Oregon at Work.
> – Rosie Pryor, OWIB Board Chair

Oregon's workforce system, in alignment with its education system and the current education reform efforts, is intended to provide a ladder of self sufficiency to help all Oregonians increase their skills, sustain employment, and increase their wages, which also functions to meet employer skill needs.

Oregon's Integrated Workforce Plan programs (WIA IB, Wagner-Peyser and TAA) are included as part of the state's continuum of publicly-funded programs and resources, which are described in Section II of this plan. These programs work together to meet the skill needs of employers and close skill gaps by providing the range of education and training that Oregonians may need. This range spans skill levels from high school completion programs to higher education to apprenticeship programs. It also spans age levels from high school through senior employment programs.

The skill needs of employers are specifically integrated into this system. They guide the educational and career pathway investments made. Please see the section on Services to Employers in Section 2 for more detail.

Oregon's strategic plan for workforce development focuses the workforce system's programs toward leveraging activities and resources to support the movement of Oregonians up the ladder of self sufficiency, while aligning with the vision and desired outcomes of the state's education system. The diagram below illustrates the self sufficiency ladder.



The self-sufficiency ladder functions as an example of the process for identifying where employer skill gaps exist, and the educational pathways that Oregon's workers can follow to gain those skills.

<u>State Strategies</u>:
Key strategies the state intends to implement, based on its economic analysis, to achieve the governor's vision and goals (see detail on Cross-Program Strategies, Partnerships, Leveraging Resources and Policy Alignment following).

In the *Oregon at Work* workforce development strategic plan, Oregon's Workforce Investment Board (OWIB) has identified three statewide strategies to achieve its goals over the next decade:

1. Industry Sector Strategies
2. Work Ready Communities
3. System Innovation

Each strategy was selected because it achieves greater alignment and efficiency among programs and systems, is responsive to industry needs, and is tied to the Governor's vision for prosperity.

Each strategy is described in detail below. To work, the strategies must incorporate all four key strategies identified by US DOL, including cross-program strategies, partnerships, leveraging resources, and policy alignment. Specific information responsive to the US DOL strategies is discussed following Oregon's statewide strategies.

Strategy #1: Industry Sector Strategies

Critical industry sectors fuel the state's economy. The workforce system must prepare workers for the higher wage, higher skill, in-demand occupations these sectors have to offer. This approach will create a mutual benefit for companies and workers.

Industry sector strategies are employer-driven partnerships to meet the needs of key industries within a regional labor market. Partners include business, labor, economic development entities, education and training providers and other stakeholders. Sector partnerships are intended to remove bottlenecks that inhibit recruitment, hiring, training and worker advancement within an industry. These simultaneously address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or increasing middle-class jobs.

> "*Sector strategies are more responsive to industry demand than traditional job-matching and training services because they are problem-oriented, not program-oriented; address needs interdependently, not independently; and work with employers in an industry collectively, not just as individual firms.*" – The National Governor's Association

The success of sector strategies lies in building better public/private partnerships based on the practical needs of industry for a more highly-skilled workforce. This plan requests that LWIBs and their partners identify key industry sectors based on labor market data and convene or expand partnerships to meet the workforce needs of these sectors. The Workforce Policy Cabinet is asked to identify ways for state agencies to support these efforts.

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

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

Strategy #2: Work Ready Communities

Oregon's communities must have and be able to demonstrate the skilled workforce necessary for companies to locate and grow here. Workers must have the foundational skills to be able to succeed in and grow the companies in their communities.

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

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

As one of the three strategies for the strategic workforce plan, the OWIB, with support from the Oregon Business Council and the Oregon Business Alliance, is implementing a Work Ready Communities Program. Currently Oregon has a program through which individuals can be certified as work ready by earning a National Career Readiness

Certificate (NCRC). The NCRC is a portable, industry-recognized credential that clearly identifies an individual's skills in reading for information, applied math and locating information. This initiative will raise the concept from individual certification to the community level.

This plan asks LWIBs and their partners to develop plans that will result in Certified Work Ready Communities throughout the state. The plan asks the Workforce Policy Cabinet to support this effort. Community certification will be based on objective criteria, including achievement levels on the NCRC, business engagement, and other measures that signify a community as "work-ready." The Work Ready initiative will also promote coordination among key stakeholders as they work toward a common community goal. Partners include employers, chambers of commerce, labor, economic development, secondary education, community colleges, universities, community organizations, elected officials, school boards, and others.

Strategy #3: System Innovation

Oregon's workforce system must work to find new ways to operate more efficiently and effectively to meet new challenges and deliver on outcomes in a time of shrinking resources. Partners in the workforce system must work together in new ways, and leave behind the systems and approaches that are less effective at meeting the stated outcomes and goals of this plan.

While Oregon's publicly-funded workforce agencies and programs have helped hundreds of thousands of Oregonians find jobs and thousands of businesses find workers over the years, the workforce development system in Oregon must continue to remove barriers to achieving better outcomes for customers. Multiple funding streams with sometimes contradictory federal requirements, administrative fragmentation, lack of consistency in coordinated planning and delivery, and a lack of system-wide accountability conspire to reduce the effectiveness of the system.

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

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

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

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

To respond specifically to the US DOL identified strategies, Oregon will engage in the following activities:

> ***Cross-Program Strategies –integrated cross-program strategies for specific populations and sub-populations identified in the state's economic analysis, strategies for meeting the workforce needs of the state's employers, and regional and sector strategies tailored to the state's economy.***

Oregon's integration efforts have focused on identifying cross-program strategies to delivering service. The OWIB's 2006 strategic plan, *Winning in the Global Market*, laid out as a major goal that the system "build a flexible, unified workforce education and training system that consistently exceeds customer expectations." As a result, operating under the statewide brand of WorkSource Oregon, one stop service centers are organized and staffed to respond to local situations while providing worker and employer access to services provided by the Oregon Employment Department, the Oregon Department of Community Colleges and Workforce Development, WIA 1-B service providers, the Oregon Department of Human Services, the Oregon Business Department, and local workforce and education agencies.

This means that job seekers from any specific populations and sub-populations identified in Oregon's economic analysis, as well as employers, are able to access services. Anyone who comes to a one stop service center or uses on-line services is able to access services from any of the participating entities.

OED, CCWD, and the LWIBs have defined minimum requirements for the delivery of a demand-driven, skill-based integrated service delivery system. These requirements as outlined in Oregon's Compass Policy for Alignment and Integration are:

- Moves beyond partnership to multi-disciplinary service integration;
- Establishes integration minimums that are expected in all local areas; and
- Requires LWIBs convene the partners and are accountable for the development of an integrated service delivery system with OED and the LWIB.

The use of cross-program strategies will increase with the OWIB's three new statewide strategies:

- The Industry Sector Strategies approach is inherently cross-program as it seeks to address needs for a broader industry and requires bringing in partners with multiple focus areas. It also is a direct fit with the US DOL requirement to provide regional and sector strategies tailored to the state's economy.
- The Work Ready Communities strategy focuses on determining the workforce needs of employers in each community and putting into place the trainings to meet those needs.
- The System Innovation strategy will create compacts for local delivery of services which detail ways to increase alignment of resources and activities among programs. It also seeks to increase innovation in local service delivery; most of the menu of local options for innovation in service delivery will develop cross-program service delivery.

In addition, PRISM, Oregon's cross-system outcomes accountability system, gathers demographic data on customers served by nearly all workforce partners, assuring that any particular customer group can be broken out, whether a by racial/ethnic minority status, age group, or educational attainment level.

Partnerships –key strategic partnerships that are necessary to successfully implement the strategies, specify roles of specific state entities and programs, and discuss how the strategies will meet the needs of employers and of each sub-population. (WIA Sections 111(d)(2), 112(b)(8), W-P Section 8(c).)

At the state level, the leadership of the economic and workforce development agencies and the Governor's Office meet regularly in the Workforce Policy Cabinet, which is staffed by the Governor's Workforce Policy Advisor. The communication and coordination initiated by this group contributes to the efficiency and effectiveness of workforce and economic development efforts that originate from diverse source agencies and/or funding streams. The workforce agencies are also at the table with the OWIB members as they craft advice for the Governor on workforce issues.

The OWIB, in order to fully implement its strategic plan, *Working in Oregon*, is in the process of organizing its committees to correspond to the strategies in the plan. New committees will include an Industry Sector Committee and a System Innovation Committee. An existing OWIB committee, the NCRC Implementation Committee, will refocus its efforts towards Work Ready Communities with the NCRC as the foundation,

and will include new OWIB membership to assure alignment. These three committees will formulate policy for their individual strategies and will monitor progress towards implementation by the Local Workforce Investment Boards.

The federal funding for WorkSource Oregon programs comes to the state primarily through the U.S. DOL in WIA and Wagner-Peyser funding. The WIA programs relating to adult, dislocated worker, youth, and Adult Basic Education are administered by Oregon's Department of Community Colleges and Workforce Development. The Oregon Employment Department administers employment service, migrant and seasonal farm worker, Trade Act Readjustment, and the veterans programs. The Oregon Department of Human Services, through the Office of Vocational Rehabilitation Services and the Temporary Assistance for Needy Families (TANF), administers funds that have been tied to the WIA legislation and one-stop services delivery system.

Local workforce board representatives, WorkSource Oregon staff groups, and other local partners meet regularly to identify and initiate responses to localized workforce issues.

The following table lists the roles of specific state entities and programs to increase integration and partnerships. It details activities key stakeholders in the workforce system will undertake in preparation for implementing the strategies in *Oregon at Work*.

Roles of Partners to Achieve Each of Oregon's 3 Statewide Strategies	
Sector Strategies	
Governor	▪ Align multiple agencies, including their relevant policies and resources, to support targeted sector initiatives. ▪ Direct state agency investments in support of sector strategies via the 10-year budget.
OWIB	▪ Monitor progress regarding strategy implementation and make recommendations for improvement. ▪ Publish results. ▪ Seek additional partners and support for the strategy. ▪ Work with other boards and commissions on the successful implementation of sector strategies
Legislature	▪ Work with Governor and Agencies to remove legislative barriers/create enabling legislation.
State Agencies	▪ Collaborate in producing and using labor market information across agencies to provide up-to-date analysis of industry sectors. ▪ Make the expertise of state agencies available to support sector strategies during the research, planning and implementation phases at the regional level. ▪ Provide budget information, technical assistance and other supports to ensure the success of sector strategies at the local level. ▪ Review and if necessary revise policies/guidance so that staff/contractors can support the success of sector strategies. ▪ Collect, analyze, and publish outcome data related to the strategy.
LWIBs	▪ Identify the sectors that will be supported at the local level.

	▪ Coordinate local implementation partners to implement sector strategies based on the needs of local economies. ▪ Develop and monitor local plans related to sector strategies.
All	▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Incentivize private resources to support, sustain and expand sector initiatives.
Work Ready Communities	
Governor	▪ Align multiple agencies, including their relevant policies and resources, to support work ready communities. ▪ Direct state agency investments to support this strategy via the 10-year budget process. ▪ Promote basic information about the value of the designation and the application process.
OWIB/ Oregon Business Council/ Oregon Business Association/ State Agencies	▪ Finalize criteria and process for awarding work ready certification in Oregon. ▪ Certify Work Ready Communities. ▪ Monitor progress regarding strategy implementation and make recommendations for improvement. ▪ Launch a marketing strategy to share success. ▪ Publish results. ▪ Seek additional partners and support for the strategy. ▪ Make the expertise of state agencies available to support work ready communities during the research, planning and implementation phases at the regional level. ▪ Review and if necessary revise policies/provide guidance to staff/contractors to ensure support for work ready communities. ▪ Collect, analyze, and publish outcome data related to the strategy.
LWIBs	▪ Work with local partners to develop a strategy for local communities to become work ready community-certified. ▪ Develop and monitor local plans related to the strategies. ▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Bring on additional partners to support the effort, as needed.
All	▪ Incentivize private resources to support and sustain the work ready communities strategy.
System Innovation	
Governor	▪ Align multiple agencies, including their relevant policies and resources, to support system innovation. ▪ Direct state agency investments in support of system innovation via the 10-year budget process. ▪ Implement the mechanism for improved state-local coordination in support of the paradigm shift in "how" business gets done in workforce development. ▪ Work with agencies to identify opportunities to increase co-location of services. ▪ Provide messaging to support this effort.
OWIB	▪ Approve compacts.

	▪ Provide messaging to support this effort. ▪ Monitor progress regarding strategy implementation and make recommendations for improvement. ▪ Publish results.
State Agencies	▪ Review and if necessary revise policies/provide guidance to staff/contractors to ensure support for systems innovation. ▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Provide technical assistance for this effort. ▪ Enter into compacts via local staff/contractors.
LWIBs	▪ Work with local partners to clarify how all will work toward identified system outcomes. ▪ Develop, enter into and monitor compacts. ▪ Certify WorkSource Oregon centers. ▪ Collect, analyze, and publish outcome data related to the strategy. ▪ Recommend improvements over time.

All	▪ Develop interim measures for each partner to track its efforts related to sector strategies.
	▪ Continue and expand services integration.
	  o Move beyond the "welcome process" and the focus on job seekers to developing the business services components that will be necessary to support industry sector strategies.
	  o Integrate additional partners (for example, DHS self sufficiency programs).

These strategies will meet the needs of employers and of each sub-population by improving service delivery, creating more effective use of resources, and assuring that all program activities are in response to job seeker and employer needs, and will have a strong accountability element to assure effectiveness.

> ***Leveraging Resources –how the state will coordinate discretionary and formula-based investments across programs and in support of the governor's vision. The state's planned commitment of Federal and non-Federal funds to these investments must be included. The plan must also describe how the state will use program funds to leverage other Federal, state, local, and private resources, in order to effectively and efficiently provide services. (WIA Section 112(b)(10).)***

Oregon already coordinates discretionary and formula-based investments in delivery of integrated services through WorkSource Oregon one stop service centers.

Integrated service delivery leverages funds through integrated programming which enhances the use of limited and declining funding through a more efficient use of resources and a reduction of program duplication and requirements. It systematically improves the coordination of WIA and Wagner-Peyser funded services to achieve improved customer outcomes and more efficient and effective customer service. It also

leverages the funding of other partnering programs located in or collaborating with the WorkSource Oregon one stop service centers.

Oregon continues to work toward state and local workforce development agencies and boards shifting from a compliance- and program-specific orientation to a highly-integrated, outcomes-based system that makes value-added investments based on community needs. To the extent that Oregon can achieve this, the workforce system will assure that all workforce programs operate efficiently, without unnecessary duplication, and leverage resources.

Oregon will commit both Federal and non-Federal funds to leverage and support the Federal discretionary and formula-based WIA and Wagner-Peyser investments. This includes specific state funding, as well as continued development of integration as a strategy to increase Oregon's ability to leverage each programs strengths to improve outcomes for job seekers and employers. Please see the program funding spreadsheet at www.oregonlocalplanning.weebly.com.

Policy Alignment – The plan must discuss how the state will align policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities outlined in WIA Section 121(b). (WIA Sections 111(d)(2)(A), 112(b)(8)(A), 121(b), 20 CFR 661.205(b)(1).)

Oregon's integrated model of service delivery is fully supported by state policies and administrative systems. System innovation requires the development of governance and accountability structures that will inspire continuous improvement and focus on results. Both Oregon's Governor and the state strategic workforce plan recommends the following steps to achieve aligned and integrated policies, operations, and administrative systems:

1. **Create compacts for local delivery of workforce development programs and services that increase accountability and specifically spell out the roles and responsibilities of each party**. Performance Compacts will be negotiated between the OWIB and LWIBs that describe local roles and responsibilities and results to be achieved. The purpose of the compacts is to achieve greater accountability for outcomes and increased alignment of resources and activities within the service delivery system toward the Governor's vision. This means that workforce resources will be directed to achieve local plan objectives and that all those delivering services, such as community colleges and community-based organizations, will work collaboratively with the LWIBs, who will be responsible for ensuring that deliverables and outcomes are achieved. Parallel Achievement Compacts developed within the education system as part of the state's education reform effort can provide LWIBs with opportunities to identify how better to work with the K-20 system to achieve their goals.

2. **Create mechanisms for increased state-to-state and state-to-local coordination**. This is critical to improve planning, implementation, service delivery, and accountability. These include:
   - a robust communication plan that regularly communicates progress and results to all partners within the workforce development system and across to the education and economic development systems.
   - an implementation strategy that involves the OWIB and LWIB directors as co-champions of the strategies in the plan.
   - a set of tools for achieving transparency in budgeting so that resources currently spread across a number of agencies can be targeted more effectively toward achieving statewide strategies within the local delivery systems and are also aligned with local plans and strategies.
   - a new structure for the Governor's Workforce Policy Cabinet that facilitates implementation of the plan by involving the LWIB directors, the OWIB members leading specific strategies, and key partners from programs and agencies supporting the strategies in collaborative problem-solving and continuous improvement.

In addition, local strategic plans will address the three strategies identified in *Oregon at* Work, Oregon's strategic workforce plan. The LWIB's strategic plans will outline the ways that the local boards are aligning with the OWIB's strategic plan. In the LWIB strategic plans, Oregon's LWIB's will address how they will implement industry sector strategies, work ready communities and system innovation. For example, in terms of system innovation, LWIBs have received the following menu of options for innovation in service delivery:

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

The full instructions for local planning can be found at www.oregonlocalplanning.weebly.com.

The groundwork for this policy and operational alignment has been put into place through Oregon's integration efforts. In 2008, the Oregon Department of Community Colleges and Workforce Development and the Oregon Employment Department jointly

adopted the *Compass Policy for Alignment and Integration – Workforce 2008 – Realigning the Workforce System*. This policy provides guidance for the implementation of an integrated service system and documents state level support for aligning policies, operations, administrative systems, and other procedures to assure coordination and avoid duplication of workforce programs and activities.

Specific procedures and operations to support alignment include:

- WIA Eligibility Determination logic has been implemented at registration (Joint Communication #1-09).
- WIA eligibility documentation and WIA participant records have been further coordinated (WSO Joint Policies: 01-10, 02-10, 03-10).
- The WOMIS (WorkSource Oregon MIS system) was launched in 2011 to provide a standard participant MIS system among all workforce programs.
- In 2011-12 the WIA Eligibility and Program staff, from both local and state levels, drafted a new Service and Activity Code policy that aligns service tracking across the state. This table includes:
    - WIA self-service and informational Core services/activities that can be tracked per participant and do not result in inclusion in WIA performance calculations;
    - WIA staff assisted Core services/activities that can be tracked per participant and do result in inclusion in WIA performance calculations;
    - agreement that the Debrief activity, by design and as delivered, is a staff assisted activity that should result in a participant's inclusion in WIA performance calculations.
- In March 2012, the WSO *Joint Policy on Common Enrollments and Exits, and Inclusion in Workforce Investment Act Title IB and Wagner-Peyser Performance Measures* was drafted (expected approval date of September 30, 2012).

<u>Desired Outcomes</u>

Quantitative targets for the desired outcomes and results for the programs included in the plan.

Table 1 may be used for WIA/W-P programs.

Table 1
State WIA/W-P Performance Indicators and Goals

WIA Requirement at Section 136(b)	Previous Year Performance*	Performance Goal
Adults:		
Entered Employment Rate	51.6%	57%
Employment Retention Rate	81.1%	80%
Average Six-Months Earnings	$13,436.60	$13,400
Dislocated Workers:		
Entered Employment Rate	51.9%	57%
Employment Retention Rate	80.8%	80%
Average Six-Months Earnings	$13,778.20	$13,400
Youth Common Measures:		
Placement in Employment or Education	68.5%	70%
Attainment of a Degree or Certificate	71.5%	69%
Literacy and Numeracy Gains	48.4%	43%
W-P Requirement at Section 13(a)	**Previous Year Performance***	**Performance Goal**
Entered Employment Rate	49%	57%
Employment Retention Rate	89.9%	80%
Average Six-Months Earnings	$13,271	$13,400

[1] Goals are negotiated for these measures by states reporting common performance measure outcomes only.
*Previous year performance based on PY11, Quarter 4 data

Performance Goals for Program Year 2012

The Economic Background

Oregon's recovery from the Great Recession continues, but at a slower pace than any economic recovery in over 50 years. The state's unemployment rate remains higher than the national average, with the seasonally adjusted unemployment rate rising to 8.7% in July from 8.5% in June. Meanwhile, the U.S. seasonally adjusted unemployment rate was 8.3% in July and 8.2% in June. Double digit unemployment is still a factor in many parts of Oregon with some areas as high as 14.1%. Rural areas of Oregon have been especially hard hit and are the slowest to recover. Under-employment throughout the state remains in double digits as well.

In addition to the high unemployment rate, job growth remains slow but is slowly but steadily increasing, with seasonally adjusted payroll employment growing for five consecutive months through July 2012. This was the first five-month episode of job growth since March 2007, the last month of a 38-consecutive-month expansion. While over the past five months, a total of 14,600 jobs were added, Oregon employment is not projected to reach pre-recession levels until the fourth quarter of 2014.

Methodology

Based on the Integrated Services Model implemented over the past five years, Oregon continues to believe that the three common measure goals should be consistent for the Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs. This concept was proposed and accepted during previous negotiations with the previous US DOL Region 6 Administrator. Since significant uncertainty remains regarding the economy for the coming year as well as even greater uncertainty about federal funding of these programs, Oregon further believes that the proposed targets should be attainable but conservative.

In determining performance targets for PY12, Oregon has reviewed the following data:

- Historic unemployment rates
- Projected job growth trends
- Current performance goals
- Current 4-quarter performance levels at the state level
- Current 4-quarter performance levels at the local WIB level
- Data provided by the DOL Performance Regression Model

Based on our analysis of these factors, Oregon is proposing for PY12 that the state continue with the current negotiated performance levels for the common performance goals for Wagner-Peyser funded activities and WIA Adult and Dislocated Worker programs for the Entered Employment (EER) and Employment Retention (ERR) rates, as well as WIA Youth Common Measures for Placement in Employment or Education and Attainment of a Degree or Certificate. Oregon proposes raising the Average Six-Month Earnings goals for Wagner-Peyser, WIA Adult and WIA Dislocated Worker from $12,500 to $13,400. We are also proposing an increase in the Literacy and Numeracy Gains target from 31% to 43%.

Promoting Continuous Improvement

While some measures have been achieved or surpassed, the continuing weak economy and unstable funding levels do not suggest raising most performance goals at this time.

The proposed Entered Employment Rate (EER) for Wagner-Peyser, WIA Adult, and WIA Dislocated Worker is higher than the last four quarter performance for those programs. While the programs have "achieved" performance by meeting the 80% threshold, none have exceeded. Moving all three programs closer to the proposed goal of 57% would demonstrate continuous improvement.

The Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs have exceeded the proposed Employment Retention Rate (ERR) goal of 80% for the cumulative preceding four quarters. However, the federal regression model projects future performance levels to be lower. The ERR target produced by the federal regression model for Oregon indicates projected performance to be 79.8% for WIA Adult, 79.7% for WIA Dislocated Worker, and 78.0% for Wagner-Peyser.. State analysis also indicate that as unemployment continues a slow decline and hiring continues to slowly increase, job seekers who have stayed in jobs out of fear of changing jobs may begin to seek new or other employment. These "job changers" may potentially negatively impact employment retention rates. Based on this analysis as well as the federal regression model projections, Oregon proposes keeping the 80.0% goal of Employment Retention for the Wagner-Peyser, WIA Adult and WIA Dislocated Worker programs. Achieving or exceeding this goal would be a demonstration of continuous improvement for Oregon given the uncertainties underlying the economy.

Oregon proposes increasing the Average Wage target for Wagner-Peyser, WIA Adult, and WIA Dislocated Worker programs from the current $12,500 to $13,400. The average of the current performance levels of $13,271; $13,436; and $13,778 respectively is $13,495. In the federal regression model, the goals are indicated to be $14,510; $12,939, and $13,981. The average of the three targets from the federal regression model for Oregon is $13,810. Oregon maintains that establishing the same performance level for all three programs is central to its integrated service delivery model. The proposed target of $14,400 exceeds the average of the regression model for the targets by $590, or 4.3%. Achieving the goal of $14,400 would demonstrate continuous improvement over this average target, and would match or exceed current performance in two of the three programs.

Youth Measures are similar compared to targets. The WIA Youth Placement into Employment and Education is at 68.5% for the cumulative preceding four quarters, which is lower than the goal of 70% and the regression model projection of 70.2%. Economic factors continue to impact youth employment in a negative way. With the unemployment rate in the state still at or above the national average and slow job growth we are proposing to remain at the current target of 70% for 2012. By continuing to strive to meet our current target of 70% we are demonstrating continuous improvement for Youth given the uncertainties in the economy.

Youth Attainment of a Degree or Certificate has exceeded the goal of 69% in the cumulative preceding four quarters with an actual rate of 71.5%. However, Oregon is in the process of reforming the education enterprise and it is unclear whether or not the

changes will impact our ability to serve youth. In considering these factors and reviewing current performance with the regression model projection of 6.92% we are proposing to maintain the current target of 69%.

The Youth Literacy and Numeracy Gains are currently at 48.4% for the cumulative preceding four quarters. This is well above the goal of 31% for this measure. With training and continuous improvement that has provided in the state we are confident that this measure will continue to increase well beyond the current target After reviewing the current higher performance and the regression model, we are proposing to raise this target to 43% for 2012.

Positively Impacting Customer Service and Ensuring Optimal Return on Investment

Beginning in October, 2008, Oregon implemented its Integrated Service Delivery Model, which aligned Wagner-Peyser and WIA Adult and Dislocated Worker services. This has resulted in a new way of doing business for customers as well as required significant alignment of policies and practices. Oregon has further invested significant resources in staff training to assure that all staff, regardless of agency affiliation or funding stream, are prepared to offer job seekers high quality, integrated services from any WorkSource Oregon location. Most, although not all, offices have co-located staff from both WIA and Wagner-Peyser so that job seekers are far more able to access the full array of services available from a single location rather than being referred to various sites depending on their individual needs. Oregon continues to be committed to this model of service delivery, which yields greater economies of scale, reduces duplication, and provides greater levels of customer service.

The approach adopted by Oregon and accepted during previous performance level negotiations with USDOL of establishing consistent performance measures across programs is another manifestation of the integrated service delivery model. Oregon recognizes that the specific definitions of numerators and denominators vary slightly between programs. However, the Department of Labor has advocated for integration and alignment of programs for some time, and Oregon believes any discrepancies between the definitions is an issue best addressed at the federal level. Creating uniform definitions across federal programs is a natural outgrowth of the federal call for greater integration as demonstrated by the creation of common measures.

Oregon's internal surveys of job seekers and businesses that use the WorkSource Oregon system show very high levels of customer satisfaction currently. And, Oregon's proposal to maintain or slightly raise the performance targets for 2012 will require continued effort on the part of all partner organizations. A sudden and significant increase in the targets, while almost halfway through the program year, would likely cause disruptions to their ways of serving customers as managers and staff would have to make more radical, rather than incremental, changes. Those disruptions would almost certainly result in decreased customer satisfaction during the performance period. Significant changes to performance targets would also likely result in a shift of federal resources to staff development, IT programming, and data analysis and away from direct services to

customers. Moderate, incremental, and achieving changes to performance targets assure that federal funds continue to be invested as much as possible in directly serving the job seekers the programs were designed to serve.

Additional established indicators and system measures, beyond those required by programs' authorizing statutes. (WIA Sections 112(b)(3), 136(b)(1)(A)(ii), (b)(2)(C), 20 CFR 666.110, 666.120(g), 666.300.)

Goals Oregon intends to achieve in addition to the state's program performance goals. ***Does the state examine broader economic and social indicators? For example, is the state attempting to increase the percentage of workers employed in family wage jobs; increase earnings to support a better quality of life; increase the number of employers with job opportunities; or increase high school and college graduation rates as metrics? In sum, the state should describe its desired results for the state workforce investment system and the metrics is it using to measure results.***

The OWIB plans to track the following measures. These are measures across the system, and integrate the performance of six funding sources across various state agencies. It is important to note that these are not additional outcome measures to be tracked by DOL under the plan but are for Oregon's use in building an effective, efficient, and accountable workforce system in the state. Oregon is planning to use these measures to track achievement of the goals in the strategic plan, *Oregon at Work*:

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

Measures to be tracked:

- **Placement:** percent of customers employed the quarter when the individual completed services from the workforce system or the quarter after.

- **Retention:** Percent of customers employed in four continuous quarters after completing services.

- **Wage gain:** Fifth quarter average hourly wages minus first quarter average hourly wages.

- **Long term wage gain:** 13th quarter average hourly wages minus first quarter average hourly wages.

- **Business Customer satisfaction**. Percent of employers who report satisfaction with new employees who completed workforce system programs. (Under construction)

- **Job Seeker customer satisfaction.** Percent of job seekers who report satisfaction with services received. (under construction)

- **Certificate Rate:** Percent of program participants leaving the program who achieved a degree or certificate or industry-recognized credential. (Under construction)

- **Return On Investment (Net Impact)** – cost of services compared to numbers placed, earnings, taxes generated. (Under construction)

- **System Improvement Measure – (**Under construction)

These measures will be the basis of the performance compacts between the OWIB and the Local Workforce Investment Boards. All programs (see list in *Oregon at Work*) participating in the local planning process will project their contribution to the local regional whole for the compacts. Local Boards will hold their local partners accountable for the achievement of results, and the OWIB will hold the local boards accountable for overall local results.

Section II. State Operational Plan

Overview of the Workforce System

Overview of the workforce system in the state.

The Oregon Workforce Development System helps state residents obtain and succeed in family wage jobs while meeting employers' needs for a skilled workforce. The system is intended to help all Oregonians reach their potential, regardless of disability, minority/ethnicity, or barriers to employment. The system has two primary customers:

- Job seekers/working learners, which includes the "emerging" workforce (youth 14-years old or older), "transitional" workforce (those transitioning from unemployment, dislocation or public assistance to employment), and current workforce (those currently employed).

- Businesses who seek the best possible candidates for job openings, provide data for continual improvement of services and partner on solutions for workforce challenges.

***Organization* – organization and delivery systems at the state and local levels for the programs covered in the plan,**

Oregon's publicly funded workforce system, at the state level, is comprised of nearly 18 programs housed in multiple state agencies with funding exceeding $150 million, much of which comes from federal sources.

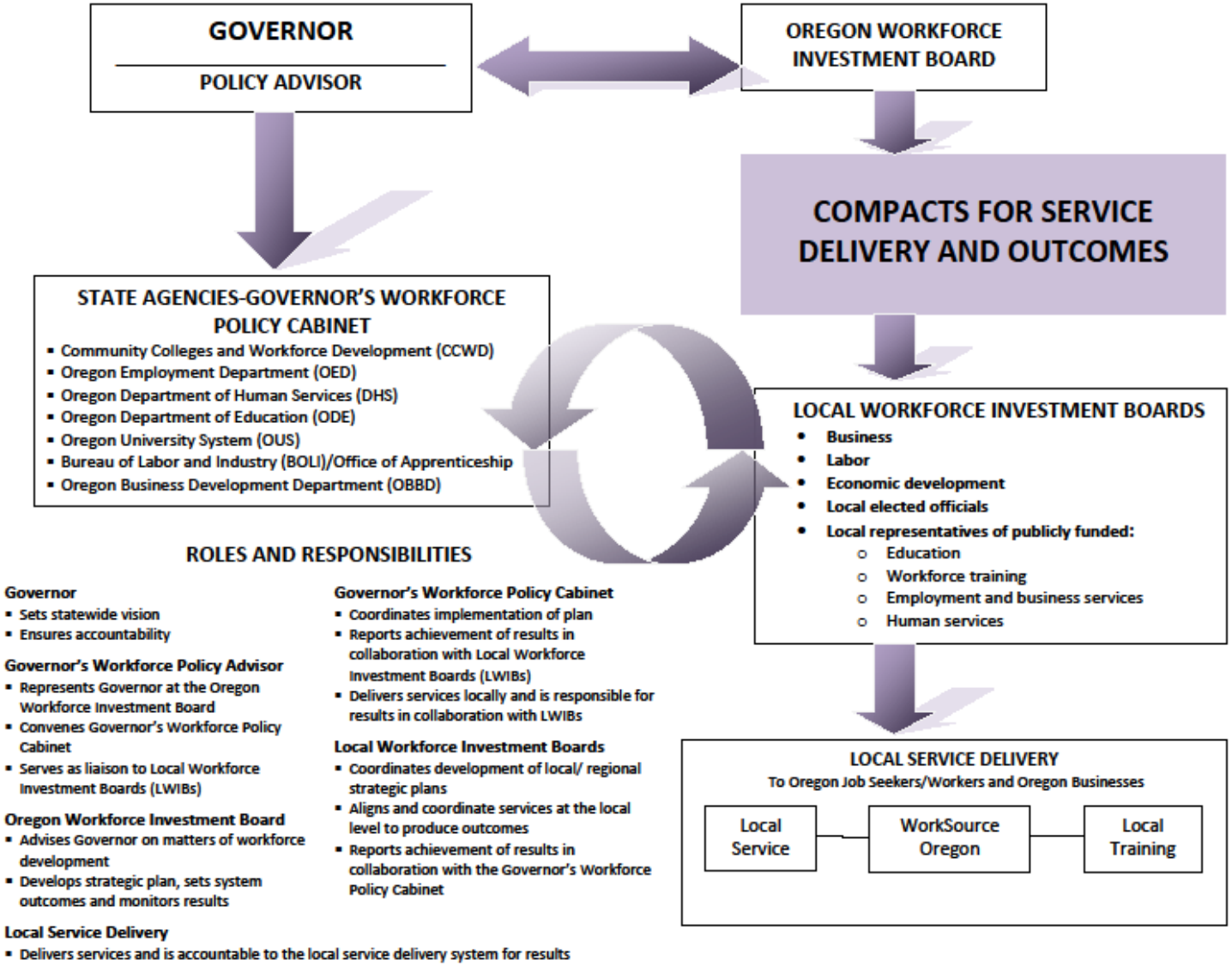
The OWIB, appointed by the Governor, provides policy oversight to the system. The board is led by private sector business representatives and includes representation from organized labor, education, economic development, elected officials and government agencies.

The Governor's Workforce Policy Cabinet, comprised of the executive leaders of the state's workforce agencies, implements the policies set by the Governor and the OWIB, delivers services, and is responsible for achieving and reporting results.

At the local level, LWIBs, with similar composition to the OWIB, coordinate program delivery and services to job seekers and business customers through a network of WorkSource Oregon centers, additional service delivery locations and community-based providers. At both the state and local levels, workforce development is strongly tied to education and economic development. The vision, goals, and strategies in this workforce strategic plan leverage and support both of these systems.

The following chart details Oregon's organization of workforce development at the state and local levels.

New Governance Structure for Workforce Development



How this organization effectively supports the coordination and alignment of the state's workforce programs and supports integrated service delivery.

Oregon's organization of workforce partners and programs has been coordinated and aligned through the state's integrated service delivery model. The state workforce development organizations and community partners have moved to a simplified, unified approach in delivering "market driven" services to job seekers and employers. At the same time, a collaborative approach to the delivery of technical assistance, training and capacity building to support state workforce development partners is also occurring among state agencies.

Oregon has taken major steps to implement an integrated service delivery system, involving the design of a new service delivery model and the creation of a data-sharing infrastructure. These efforts at system and service integration affect the major workforce partners (Local Workforce Investment Boards, Oregon Employment Department, Oregon Department of Community Colleges and Workforce Development) by:

- Moving beyond partnership to multi-disciplinary service integration
- Establishing integration minimums that are expected in all local areas
- Requiring that LWIBs convene the partners and are accountable for the development of an integrated service delivery system with OED and the LWIB.

This is a substantive endeavor, affecting state and local policies and procedures, service delivery, staff training, resource management and sharing, cross-agency alignments, and multiple, often shifting, priorities based on federal and state requirements and customer and staff needs.

Representatives from WIA, Wagner-Peyser, and partner staff comprise an Integration Leadership Team, informed by workgroups and other stakeholders, helps guide and align policy and procedure in the integrated service delivery environment.

Oregon's strategic workforce plan, *Oregon at Work,* also supports further innovation and integration in service delivery. Over the last five years, Oregon has achieved an unprecedented level of collaboration and increased alignment within the WorkSource Oregon (WSO) system through "Services Integration." To date, the integration effort has focused on the core workforce services, WIA IB and Wagner-Peyser (the Employment Service programs). The impact on the system has been a cultural shift and institutional change to focus on "skilling up" job seekers to better meet the needs of industry. The effort has created more clarity in the WSO products and outcomes, enhanced awareness of the WSO brand, improved customer service at the WSO Centers, increased credibility for workforce development at the local level, and created stronger connections to education and economic development.

For the future, the state and local delivery systems will continue their commitment to sustaining and strengthening the Services Integration model and expanding it to include other cross-cutting programs. Innovation in service delivery also includes greater co-location of programs and services for a more comprehensive approach to serving the

needs of WSO customers and enhanced use of technology to expand access and increase the efficiency of service delivery.

Innovation in service delivery will also involve LWIBs and their local partners choosing from a menu of options for focusing system reform efforts at the local level (see menu box above, in answer to question on State Strategies for Policy Alignment). With facilitation from LWIBs, state and local providers will select one to three key activities on which to focus every two years. Details on key activities will be provided in each region's biennial implementation plan. The potential key activities will represent areas of opportunity that local providers can prioritize in terms of the need for increased coordination and collaboration across agencies. They also represent an opportunity to create better structure to help Oregonians advance along the continuum of self-sufficiency and ensure more seamless transitions as learners and workers move through various education and training experiences.

Description of the key state administrative personnel of the programs described in Section I of the Integrated Workforce Plan, and the organizational structure and membership roster of SWIB members and their organizational affiliation.

Key state administrative personnel include:

Cam Preus, Commissioner, Department of Community Colleges and Workforce Development, Title I Grant Recipient Agency

Laurie Warner, Director, Oregon Employment Department, State Employment Security Agency

Karen Humelbaugh, Workforce Division Director, Department of Community Colleges and Workforce Development, Title I Liaison

Martin Burrows, Assistant Director – Business and Employment Services, Oregon Employment Department

The OWIB (SWIB) members and their affiliations are as follows:

Representatives of Business in the State (Majority)		
Susan Brown	Susan Brown Project Dvlp.	Ec. Dev. Consultant
Dale Dickenson	SLR International	Environmental Consulting
Mark Lewis**	Woodfold, Inc.	Wood Products Manuf.
Lori Luchak	Miles Fiberglass & Comp.	Composites Manufacturing
Rosie Pryor (Chair)*	Or. Comty. Credit Union	Financial Services
Ken Madden	Madden Industrial	Staffing
Marvin Révoal	Pacific Benefit Planners	Insurance
Kate Wilkinson	C&K Markets	Retail
Jesse Gamez	Family Care	Health Care
David Gutzler	Vanguard EMS	Electronics Manufacturing

The Governor		
John Kitzhaber	Represented (AB)	
Legislators (2 members of each chamber of the state legislature) ****		
Larry George	Senator	Legislator
Diane Rosenbaum	Senator	Legislator
Michael Dembrow	Representative	Legislator
John Huffman	Representative	Legislator
One chief elected official (county/city)		
Al Unger	Deschutes Co. Comm.	Local Elected Official
Representatives of labor organizations (two or more)		
Dave Baker	IBEW	
Susan King	ONA	
Barbara Byrd	AFL-CIO	
Individuals and organizations that have experience. with respect to youth activities (2 or more)		
Colleen Mileham	ODE (WPC rep.)	
Megan Helzerman	Youth Activities	Clackamas ESD
Individuals and organizations with experience and expertise in the delivery of workforce investment activities, including Community Colleges and CBOs (two or more)		
Cheryl Roberts	Community Colleges	President, Chemeketa CC
Vacant	CBO	
Lead state agency officials – representing required one-stop partners (ref. Sec. 121)		
Colleen Mileham	ODE (WPC rep.)	Perkins Secondary
Laurie Warner	OED (WPC rep.)	WP, MSFW, Vets, TAA, UI
Linda Mock	Comm. Blind (WPC rep.)	VR
Stephaine Taylor	OVRS (WPC Rep.)	VR
Camille Preus ***	CCWD (WPC rep.)	Title I, II, Perkins Postsec.
Xochitl Esparza	DHS CAF (WPC rep.)	TANF, FS
Ryan Kibby	DHS SPD (WPC Rep.)	SCSEP

Such other representatives the Governor may designate		
Tim McCabe	OBDD (WPC rep.)	Economic Development HUD
George Pernsteiner	Chancellor, OUS (WPC rep.)	University System

* Chair
** Vice-Chair
*** WPC Elected Representative
**** Ex-Officio (non-voting)
(WPC Rep.) indicates member is represented by WPC Elected Representative

Workforce Policy Cabinet

An important component of the OWIB, unique to Oregon, is the connection to the Governor's Workforce Policy Cabinet (WPC). These two entities overlap in membership.

The Governor's WPC directly addresses policy and operational collaboration between and among workforce investment activities. The WPC is the formal interagency vehicle charged with establishing lines of communication to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system. The WPC is staffed by the Governor's Workforce Advisor, and is made up of the agency heads responsible for the various workforce programs and the mandatory WIA partners.

The WPC meets monthly (or more frequently if required), discusses workforce issues, and makes strategic decisions for the system.

Current WPC membership includes:

Governor's Workforce Advisor
Executive Staff to Oregon Workforce Investment Board (OWIB)
Director, Department of Human Services (DHS)
Director, Business Development Department (OBDD)
Commissioner, Department of Community Colleges and Workforce Development (CCWD)
Director, Oregon Employment Department (OED)
Chancellor, Oregon University System (OUS)
Deputy Superintendent, Department of Education (ODE)
Policy and Program Manager, Vocational Rehabilitation (OVRS)
Administrator, Commission for the Blind
Administrator, Office of Self Sufficiency Programs, TANF/Food Stamps (DHS)
Director, Apprenticeship Division, Bureau of Labor and Industries (BOLI)
Operations and Policy Analyst, State Unit on Aging

State Board **–how the SWIB effectively coordinates and aligns the resources and policies of all the programs included in the plan**

How the board collaborated in the development of the plan, and how it will collaborate in carrying out the functions described in WIA Section 111(d). (WIA Sections 111(a), (b), (d), 112(b)(1); 20 CFR 661.205.)

The OWIB actively led development of *Oregon at Work*, the state's workforce development strategic plan, the plan on which Section I of this plan is based. As a first step in developing Oregon's workforce development strategic plan, the Oregon Workforce Investment Board (OWIB), with the involvement of the Governor's Office, contracted to conduct a study or "Report Card." The purpose was to evaluate the effectiveness of the existing plan, *Winning in the Global Market*, and its implementation and determine how to refresh and update the plan so the workforce development system has a clear vision and set of priorities. The Report Card documented:

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

After the Report Card was completed, the OWIB Strategic Planning Committee developed a vision for improving the plan and the implementation process and a set of summary recommendations for updating the plan. The Governor's Workforce Policy Cabinet and the LWIB directors worked to refine the vision and recommendations and to provide input into the OWIB and Governor's intentions for the plan. To flesh out and complete the recommendations, an analysis of the gaps between the current environment and the draft vision was conducted. Both the Report Card and the Gap Analysis and Recommendations documents can be found at http://www.worksourceoregon.org/state-workforce-board/statewide-strategic-plan.

In December 2011, the Governor kicked off the development of Oregon's updated workforce strategic plan by sharing his vision for education reform, economic development, and his charge to the workforce development system to support these statewide priorities. Based on the Governor's charge, the OWIB set a vision and set of outcomes to drive workforce development over the next 10 years.

The Board's Strategic Planning Committee, the Governor's Workforce Policy Cabinet, Local Workforce Investment Board (LWIB) directors, and key strategic partners in education and economic development worked together to develop the strategic framework of the plan and ensure that the plan supports and aligns with the statewide priorities and objectives.

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

How the SWIB member who represents Vocational Rehabilitation (VR) will effectively represent the interests, needs, and priorities of the VR program and how the employment needs of individuals with disabilities in the state will be addressed. (Only applicable to states which: (1) do not have the state VR agency director on its SWIB; or (2) in cases where the state uses an alternative entity as its SWIB, that entity does not provide for representative membership by individuals in these categories as required by WIA sec. 111(b), (WIA Sections 111(b)(1), 111 (e), 112(b)(8)(A)(iii), W-P Section 8(b), Rehabilitation Act Section 101(a)(2)(B), 20 CFR 661.200(i)(3), 661.205(b)(1), 661.210(c).)

While not formally a member of the OWIB, Vocational Rehabilitation is a member the Policy and Program Manager from Oregon Vocational Rehabilitation (OVRS) is a participating member of the Workforce Policy Cabinet. In this role, the Policy and Program Manager is able to provide direct representation of the interests, needs, and priorities of the VR program to assure that the employment needs of Oregonians with disabilities will be addressed. Decisions and direction by the Workforce Policy Cabinet inform and guide the work of the OWIB.

***Local Areas* – Description of the WIA title I local workforce investment areas in the state**

Identification of local workforce investment areas designated in the state, and the process used for designating local areas. (WIA Sections 111(d)(4), 112(b)(5), and 116(a), 20 CFR 661.205(d), 661.250-.270.)

Local areas were designated under WIA Section 116(a)(4), Designation on Recommendation of State Board. As required in the Act, areas were designated upon request of the Local Elected Officials. The requests were brought before the State Workforce Investment Board. The Board recommended the designation of areas to the Governor. This designation took place during the initial implementation of the WIA. Only one redesignation has taken place in the intervening time. At the request of local elected officials, on July 1, 2004 Tillamook County rejoined the TOC/OWA area where it had been prior to the implementation of the WIA. No further changes in area configuration are contemplated at this time.

Description: Seven Workforce Investment Areas have been designated by the Governor. They are:

1. Multnomah, Washington Counties and the City of Portland (Workforce Region 2)
2. Clackamas County (Workforce Region 15)
3. Marion, Polk and Yamhill Counties (Workforce Region 3)
4. Linn, Benton, and Lincoln Counties (Workforce Region 4)
5. Lane County (Workforce Region 5)
6. Jackson and Josephine Counties (Workforce Region 8)
7. The Oregon Consortium/Oregon Workforce Alliance: Baker, Coos, Curry, Clatsop, Columbia, Crook, Deschutes, Douglas, Gilliam, Grant, Harney, Hood River, Jefferson, Klamath, Lake, Malheur, Morrow, Sherman, Tillamook, Umatilla, Union, Wallowa, Wasco, and Wheeler Counties (Workforce Regions 1, 6, 7, 9, 10, 11, 12, 13, 14).

Designation of intrastate regions and interstate regions, as defined in 20 CFR 661.290, and their corresponding performance measures. For interstate regions, describe the roles of the respective governors, and state and local workforce investment boards. (WIA Section 116(c).) States may also discuss other types of regional structures here.

There are no designated intra- or interstate regions in Oregon at this time. The Portland Metro Area, consisting of Region 2 and portions of Regions 3 and 15, along with workforce areas in Southwest Washington State, have joined together in recent years to apply for grants and carry out planning and projects. However, these activities are not supported by official designation.

<u>Operating Systems and Policies Supporting the State's Strategies</u>:

State operating systems that support coordinated implementation of state strategies (e.g. labor market information systems, data systems, communication systems, etc.). (WIA Section 112(b)(8)(A).)

Oregon uses several operating systems that support coordinated implementation of state strategies, including iMatchSkills, PRISM, WOMIS, and other supporting elements. These are described below.

iMatchSkills. iMatchSkills, launched April 2004, is Oregon's skill based, statewide, labor market system of record, and the MIS for Wagner-Peyser. iMatchSkills can be used as a coordinated service delivery and case management tool within the workforce and economic development system. Activity recorded in iMatchSkills includes both job seeker and business data and services. iMatchSkills links with a number of systems, such as state wage records, unemployment insurance records and employer tax records. Through these links, staff can readily access data necessary for the efficient and streamlined delivery of services. This gives Oregon the flexibility to use iMatchSkills to support statewide coordinated service delivery. Job seeker and employer data collected

through iMatchSkills, in conjunction with state Unemployment Insurance wage records, is used to meet federal reporting requirements for Wagner-Peyser, specifically the ETA 9002 and VETS 200 reports. An iMatchSkills Partner Workgroup helps identify workforce and economic development system needs that iMatchSkills can support.

In addition to being our statewide labor exchange system, iMatchSkills was also designed to identify skills shortages and availability in the workplace, and to determine what skills are required by targeted industries / clusters.

PRISM. Senate Bill 250 names the Performance Reporting Information System (PRISM) as the workforce data system that meets the objectives of Oregon's Workforce Investment Board and the workforce partner agencies. PRISM was established for the purpose of collecting, analyzing, and sharing statistical and demographic data for the development and reporting of workforce system performance measures, Oregon's common measures. PRISM provides policy-makers and others with important information about the work-related successes of those who receive services from the workforce development system. The system currently produces performance levels for job placement, retention, and wage gain; assessment of performance trends; and compares and contrasts performance based on characteristics such as geographic region, gender, disability, age, and education. Data is collected for WIA Title IB, Title II, Perkins Post-Secondary, TANF, Wagner-Peyser/ES, and the Office of Vocational Rehabilitation Services/DHS. PRISM will be used as part of the accountability piece of the compacts between the OWIB and the LWIBs.

WOMIS. Implementing integrated service delivery strategies has presented several challenges that Oregon continues to address in a variety of innovative ways. One such ongoing challenge is developing and maintaining information/ data systems that can create and maintain a common customer record while feeding multiple downstream, program-specific management information systems (MIS), while supporting or co-supporting several of those downstream systems.

The WorkSource Oregon Management Information System (WOMIS) includes the common registration program all WorkSource Oregon customers are required to use. WOMIS serves Oregonians at home, over the internet, and in local WorkSource centers:

- tracking customers (citizens) through registration, basic needs, skills assessment, skills training, job search, job match, and job referrals;
- managing services provided to customers;
- tracking eligibility under state and federal programs including Wagner-Peyser, Veterans, WIA Adult, Dislocated Workers, and Trade Act; and
- performance reporting to local, state and federal entities.

I-Trac. As of August 2012 all of the local workforce areas and WorkSource Oregon Centers are using the I-Trac MIS system to track services and case notes for Adults and Dislocated Workers, this change will increase consistency in tracking and reporting outcomes.

Others. In addition to formalized systems supporting common data sharing and tracking, Oregon has implemented several procedures by which agency staff communicates and coordinates service delivery and performance. For example, the annual statewide in-service for vocational rehabilitation professionals actively includes participation from one stop staff statewide, thereby ensuring that one stop staff are up to date in vocational rehabilitation training.

State policies that support the coordinated implementation of the state's strategies. (WIA Section 112(b)(8)(A).)

The Workforce Policy Cabinet (WPC) described above is the key means by which Oregon supports and sustains collaboration between state agencies. The WPC meets monthly (or more frequently if required), discusses workforce issues and strategy for the system. It is the official entity for interagency collaboration on workforce matters.

In October 2008, OED and CCWD, along with the LWIBs, implemented a major initiative to integrate the workforce system. The integrated system moves beyond partnership to multi-disciplinary service delivery and establishes integration minimums that are expected in all local areas of Oregon.

The Worksource Oregon (WSO) system integrates the services provided by the Wagner-Peyser Act administered by the Oregon Employment Department (OED) and the Workforce Investment Act (WIA) Title IB programs administered by the Department of Community Colleges and Workforce Development (CCWD).

These programs are subject to the federal and state laws, regulations and guidelines unique to each program and the specific requirements for providing the services funded by these sources. In addition to these conditions, circumstances often require other policies be developed to clarify issues, provide specific guidelines, address operational situations, and identify minimum requirements for providing WSO services throughout Oregon.

A standard process for originating, reviewing, approving, and issuing these WSO Joint Policies is necessary to provide the clarity and conciseness needed to implement them by the WSO system. The governance for the integration effort is an interagency Leadership Team comprised of staff from OED, CCWD, and LWIBs. This Leadership Team makes all governing decisions and develops and approves all joint policies for the integration effort.

To date, the following WSO Joint Policies have been approved and distributed:

- WSO Joint Policy 01-08 - Confidentiality and Access
- WSO Joint Policy 02-08 - Common Intake Process
- WSO Joint Policy 03-08 - Integration Performance Measures
- WSO Joint Policy 04-08 - Skill Assessment
- WSO Joint Policy 05-08 - Menu of Resources

- WSO Joint Policy 01-10 - Policy Development
- WSO Joint Policy 02-10 - Compass (revised July 2010)
- WSO Joint Policy 03-10 - Eligibility (Nov 2010)
- WSO Joint Policy 03-10 - Eligibility (Revised Feb 2012)
- WSO Joint Policy 01-12 - Data Validation and Documentation Requirements

LWIBs form collaborative relationships and MOUs at the local level to deliver services, within state policy.

How the delivery of services to jobseeker customers and employer customers, including Registered Apprenticeship sponsors, will be aligned across programs. (WIA Sections 111(d)(2), 112(b)(8).)

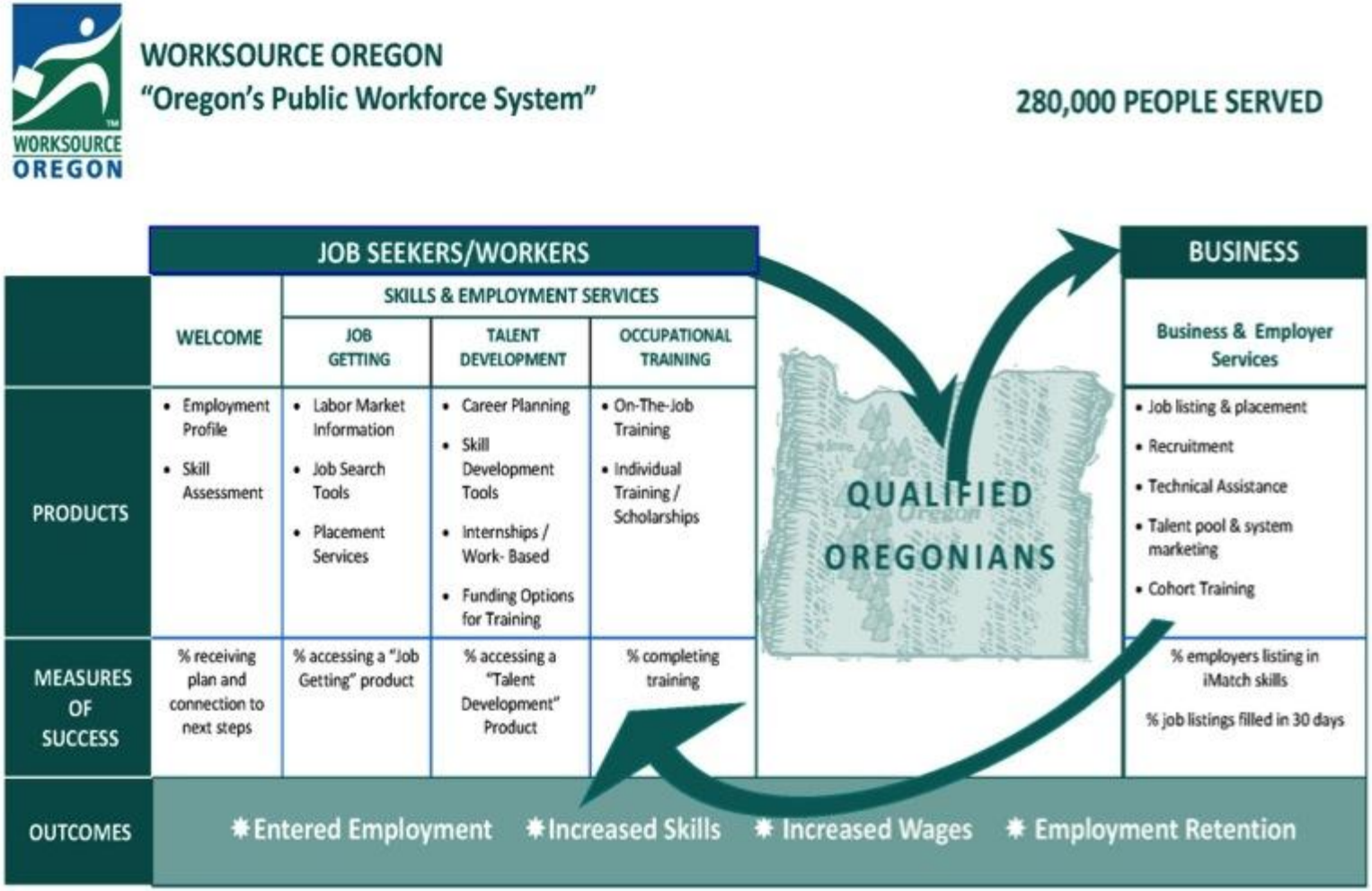
Workforce integration has generated positive changes in how services are delivered throughout Oregon. In order to increase the quality of services being delivered, the following elements were implemented:

- All customers are registered using a common intake process;
- An integrated customer flow that clearly defines a service delivery process with a sequence of universal services;
- A focus on placing training completers into training related employment;
- An electronic menu of demand-driven skill enhancement products; and
- Matching of job seekers and current workers with occupational training.

These transformational activities address the need to change so that Oregon can be globally competitive; respond to changing demographics; address declining federal funds; and help customers leave as a better job candidate by knowing and developing their skills to get the best possible job.

Through workforce integration, staff is assigned by function rather than funding/program and formed into teams to provide service to customers, from initial intake and registration to skill development and job placement. Oregon realizes that many job seekers need more than just a referral to a job – they may need skill review, skill development services, training, support services, child care, resume development, and access to tools such as computers and fax machines to conduct an effective work search.

Oregon's job seeker flow is graphically illustrated on the following page.


WORKSOURCE OREGON
"Oregon's Public Workforce System"
280,000 PEOPLE SERVED
WORKSOURCE OREGON
JOB SEEKERS/WORKERS
SKILLS & EMPLOYMENT SERVICES
WELCOME
JOB GETTING
TALENT DEVELOPMENT
OCCUPATIONAL TRAINING
BUSINESS
Business & Employer Services
PRODUCTS
• Employment Profile
• Skill Assessment
• Labor Market Information
• Job Search Tools
• Placement Services
• Career Planning
• Skill Development Tools
• Internships / Work- Based
• Funding Options for Training
• On-The-Job Training
• Individual Training / Scholarships
• Job listing & placement
• Recruitment
• Technical Assistance
• Talent pool & system marketing
• Cohort Training
QUALIFIED OREGONIANS
MEASURES OF SUCCESS
% receiving plan and connection to next steps
% accessing a "Job Getting" product
% accessing a "Talent Development" Product
% completing training
% employers listing in iMatch skills
% job listings filled in 30 days
OUTCOMES
✱Entered Employment ✱Increased Skills ✱ Increased Wages ✱ Employment Retention

American Job Center Brand: The state's discussion of its American Job Center brand under these planning elements should include the following:

- **A statement affirming the state's intentions to implement the American Job Center network brand or the state's intentions to co-brand as "a proud partner of the American Job Center network."**

Oregon will co-brand as "a proud partner of the American Job Center network."

- **A description of how the state will implement the American Job Center Network brand including immediate and longer-term steps to incorporate the brand. This may include the physical One-Stops and online tools and resources.**

Led by the OWIB, starting several years ago, Oregon undertook its own branding effort in the absence of a viable national brand. The result was branding Oregon's workforce service delivery as WorkSource Oregon. This was an extensive effort, that required overcoming local objections to replacing well-established local brands, but it was a necessary step in unifying the service delivery statewide. As a result, Oregon understands DOL's desire for a national brand to accomplish the same objective nationally.

However, now is not the time for Oregon to engage in an extensive re-branding effort. We will post the statement ("proud partner of the American Job Center network"), and will display that statement prominently.

Oregon has chosen to co-brand at this point due to constraints on Oregon's ability to make wholesale branding changes at this time. First and foremost, Oregon does not have the resources that the SWIB and partners know it will take from our own branding efforts – major signage, media, etc., over a period of several years. Oregon's workforce system resources are stretched very thin at this point. Funding cuts over the last decade have put local service delivery at a tipping point in some parts of the state. At the state level, for the WIA contribution to this effort, Oregon would ordinarily use 10% funds which are now gone.

Oregon's Plan to Co-Brand
Oregon will take the following initial steps to co-brand with the new national workforce development brand:

Add the national logo and required statement in the footer of our state workforce system website: www.WorkSourceOregon.org.

Place highly-visible decals and other signage in the windows of our WorkSource Oregon one stop centers statewide, with the national logo and required statement.

When new stationery is printed, the logo and required statement will be included in the footer area co-equally with the WorkSource Oregon brand.

- **A description of how the state will coordinate branding efforts across the state and expected participation by local workforce investment areas.**

Oregon currently has a coordinated branding effort, WorkSource Oregon. This brand is used by all one stop career centers. We are able to add the national logo and required statement into these coordinated branding efforts, in a fully equal way. As a result, we expect full participation by local workforce investment areas immediately with signboards, decals, and other existing branding channels. Eventually, local boards will include the national branding in their center certification standards.

- **The state's timeline for implementation.**

Oregon can begin implementing the co-branding immediately.

- **Estimated costs of this branding effort for PY 2012 and PY 2013.**

Excluding staff time, the estimated costs of this branding effort for PY 2012 and PY 2013 is $500, based on costs for decals for posting at the WorkSource centers, stationary, and other signage.

How the state will provide WIA rapid response activities to dislocated workers from funds reserved under Section 133(a)(2), including designating a state rapid response unit. (WIA Sections 112(b)(17)(A)(ii), 133(a)(2), 134(a)(2)(A).)

While the state is ultimately responsible for the delivery of all Rapid Response services according to 133(a)(2), CCWD works in partnership with local Title IB providers Dislocated Worker Liaisons, who are under the guidance of Local Workforce Investment Boards (LWIB) and local elected officials, to provide all pre-layoff activities. The State of Oregon prides itself on having a very collaborative and all-encompassing pre-layoff strategy that includes employers, workers, and partners. CCWD's Dislocated Worker Unit, is responsible for the coordination of lay off activities throughout the state. Providing technical assistance to a statewide network of Dislocated Worker Liaisons to assure the highest level of services to affected workers in the State of Oregon.

The state holds back funds specifically to provide rapid response and additional assistance to Local Workforce Areas (LWA). These funds are governed by CCWD policy number 589-20.10 which clearly outlines four ways in which local areas may access funds. All funds are distributed on a first-come, first-serve basis. Rapid Response Funds can be utilized for pre layoff activities such as surveys, information sessions, on-site resource rooms, transition team set-up, peer advocates, etc.

Local Areas can access Additional Assistance Funds to provide a gap fill while a LWA has a pending National Emergency Grant (NEG) application, or in the cases where the closure or layoff does not meet DOL participant thresholds for NEG. Funds may also be used for layoff aversion projects.

CCWD and local Title IB providers have an agreed upon Joint Communication Plan which is implemented whenever either party is notified of a layoff or closure, regardless of size. The joint communication plan outlines a conversation that the local areas and state will have during any layoff or closure activities. These conversations determine next steps and inclusion of additional state and local partners and resources and if the services will be offered on site or at the local WorkSource Oregon Centers.

The Worker Adjustment and Retraining Notice (WARN) is not the typical method in which the state receives notification or information about layoffs or closure. In the State of Oregon most layoffs or closures do not meet the thresholds required to activate the WARN Act. State Rapid Response Liaisons often learn about layoffs or closures through local media, local elected officials, local and state economic development partners, or affected workers contacting either the state or local WorkSource Oregon Center. Layoff information is also gleaned from a variety of local print and on line sources, one of these sources is "Around the State" a weekly publication from the Oregon Employment Department, which is a compilation of information gathered by labor market analysts throughout the state.

Rapid response activities are unique to each closure or layoff. Rapid response activities include information sessions on a variety of topics ranging from unemployment insurance, health insurance, re-employment services to training opportunities or workforce information and may be brought on site to the affected company. Services are determined by the needs of affected workgroup and their employer in conjunction with local Workforce staff.

If the layoffs are trade related or the affected company is trade certified, then all relevant TAA requirements and guidelines are followed.

Common data-collection and reporting processes used for all programs and activities present in One-Stop Career Centers. (WIA Section 112(b)(8).)

Oregon has implemented aligned data-collection and reporting processes. Oregon initiatives include a renewed interest in further developing Oregon's long-standing system wide performance measurement system. The state has undertaken the following efforts in the area of common data collection and reporting:

- Data from Oregon's system wide performance measures is available for common reporting, including data on basic skills attainment and TANF caseload management. This system wide performance data is available at www.oregon.gov/prism.
- Oregon is increasing the emphasis on developing the "next generation" data system. Efforts include connecting with a planned data warehouse for Oregon's K-20 education system, a desire for more flexible reporting on system wide data, and warehousing data for the reporting of common measures for federal compliance.
- Oregon is discussing adding additional partners to our cross system PRISM system. Annual quality assurance reviews address multiple aspects of program compliance and program improvement.

- Oregon's Labor Market Information system continues to be responsive to state and local Workforce Investment Board needs, and supplies information and analysis to assist with evaluation initiatives. Recent studies have included job and industry growth analysis, industry cluster analysis, studies of the occupational needs and growth of various industries and industry groupings, and local/regional profiles, all of which assist in the evaluation of the effectiveness of workforce programs in the state.

Uniform Reporting

Transitioning many systems into one integrated system has been an incremental process that has resulted in challenges to reporting aggregate numbers accurately.

In our integrated service environment, tracking W-P and WIA services, including a common exit date, across systems has been challenging. Significant progress has been made in the data warehouse system and both WP and WIA data has been loaded into the system. Oregon continues to make progress in the development of a data warehouse environment that will support integrated reporting and allow for the tracking of a common exit date across workforce programs.

The user interface layer of this shared system is the WorkSource Oregon Management Information System (WOMIS), a multi-application customer- and staff- accessed system that will include Customer Registration, Program Eligibility Determination, iMatchSkills (labor exchange), TAA, WIA Service Tracking, and other customer services and resources.

Implementing and enhancing WOMIS requires ongoing analysis and research, extensive Information Technology programming and coding, statewide hardware and software changes, and continuing fine-tuning, enhancements, and troubleshooting.

User groups comprised of state and local staff monitor the MIS elements for consistency and needed changes. At the state level, MIS elements are being reported uniformly, and Oregon's goal is standardization of reporting elements at the local level as well.

In addition to WOMIS, each Local Workforce Investment Area (LWIA) uses I-Trac, a Management Information System to record, track, and report on customer data for individuals participating in WIA-funded services and activities.

CCWD encourages all local areas to deploy a customer record tracking and retention process that is efficient and effective for staff and customers, supports a data and file structure that is consistent statewide, and honors the federal Paperwork Reduction Act and state paperless initiatives.

Discussions between the Department of Community Colleges and Workforce Development (CCWD) and the Oregon Workforce Partnership (OWP) spotlighted the benefits a single statewide WIA customer tracking system. The OWP selected a system that they feel meets their individual and collective business need(s), and all LWIAs are moving to a single MIS system statewide (I-Trac). The move to a single system will result in:

- Efficiencies and economies of scale as future enhancements to WOMIS occur;

- A more consistent approach to WIA program implementation and related customer, service, and outcome tracking;
- The development of a standardized training manual;
- An ability to provide some local area flexibility, while maintaining a uniformity at a "high-level"; and
- Other benefits resulting from a shared system environment.

State performance accountability system developed for workforce investment activities to be carried out through the statewide workforce investment system. (WIA Sections 111(d)(2), (d)(6)-(8), 112(b)(3), 136; W-P Section 15; 20 CFR 666.205(f)-(h), 661.220(c), and 20 CRF part 666.)

Oregon has a long history of working with and supporting local efforts to meet and exceed state, federal or local performance measures. Performance measures are an integral part of the work of Oregon's workforce system, and are incorporated into the services provided through community colleges, the federal Workforce Investment Act (WIA) Title IB and Title II programs, Wagner-Peyser, and Carl Perkins Vocational and Technical Education programs.

Federal performance measures include the US Office of Management and Budget common measures that now affect WIA Title IB, WIA Title II, and Carl D. Perkins programs.

Oregon's performance accountability system, uses the WorkSource Oregon Management Information System (WOMIS), which includes the common registration program all WorkSource Oregon customers are required to use. WOMIS incorporates the following accountability functions:

- tracking customers (participants) through registration, basic needs, skills assessment, skills training, job search, job match, and job referrals;
- managing services provided to customers;
- tracking eligibility under state and federal programs including Wagner-Peyser, Veterans, WIA Adult, Dislocated Workers, and Trade Act; and
- performance reporting to local, state and federal entities.

State strategies for using quarterly wage record information to measure the progress on state and local performance measures, including identification of which entities may have access to wage record information. (WIA Section 136(f)(2), 20 CFR 666.150)

Quarterly wage record information is collected and maintained by the Oregon Employment Department (OED). The Department uses this wage data for state and local performance measures for individuals served by Wagner-Peyser funds, as it is also responsible for delivering Wagner-Peyser services. OED maintains a data sharing agreement with the Department of Community Colleges and Workforce Development (CCWD) so that CCWD may access quarterly wage record information to calculate state and local performance for individuals served by Workforce Investment Act Title 1-B funds including Adult, Dislocated Worker, and Youth.

CCWD may also use this data to report performance for National Emergency Grants and other specially funded activities on behalf of local Workforce Investment Boards. Local boards may request custom or *ad hoc* aggregate data reports from OED for local grant activities.

Services to State Target Populations:
How all the programs described in the plan will work together to ensure that customers who need a broad range of services receive them. How One-Stop Career Center services will address more specific needs of targeted sub-populations identified in the economic analysis.

How Oregon serves employment, re-employment, and training needs of unemployment compensation claimants; the long-term unemployed; the under-employed; dislocated workers (including trade-impacted dislocated workers and displaced homemakers); low-income individuals (including recipients of public assistance); migrant and seasonal farmworkers; veterans; individuals with limited English proficiency; homeless individuals; ex-offenders; older workers; individuals training for nontraditional employment; and individuals with multiple challenges to employment. (WIA Sections 112(b)(17)(A), (b)(17)(B), (b)(8)(A), 20 CFR 652.207, 663.600-.640, 29 CFR part 37.)

The Governor's Office, Local and Regional Workforce Investment Boards, Workforce Policy Cabinet, and partner agencies ensure service delivery partners take reasonable steps to include members of varying demographic groups in their programs or activities. Service delivery partners and WorkSource Oregon Centers are monitored and evaluated on the basis of customer characteristics by state agencies and as part of an annual MOA review schedule. Local boards are required to describe their local system's integrated service strategies to meet the needs of specific population groups. These can be populations targeted through the local strategic planning process, local priority customers, or any specific populations receiving an integrated set of services. Populations that must be included are:

a) People with disabilities;
b) People with low basic literacy and math skills;
c) Non-English speakers;
d) Migrant and seasonal farm workers; and
e) TANF clients.

All individuals seeking services through the state workforce system and its One-Stop Centers may access all services available through the state's integrated delivery system. That system provides all individuals access to labor market information which may be customized based on an individual's needs, workforce and re-employment registration, skills assessments, labor exchange, re-employment services such as workshops and individual assistance, skill development opportunities, and training. Some services require individuals meet certain federal eligibility requirements. Many services are available on-line and may be accessed via the internet without physically going to a WorkSource Oregon office. These services include job search and self referral and some skills development services. Some services are available via telephone such as job referrals, for individuals at significant distance from a WorkSource Oregon center.

All customers who come to a WorkSource Oregon location go through a "welcome process" which includes workforce registration; completion of a work search profile including work history, skills identification, and job matching; receipt of customized Labor Market Information, and an individual meeting with a WorkSource Oregon staff member to determine appropriate next steps based on the individual's circumstances. WorkSource staff have received specialized Career Development Facilitator training to assure they can work effectively with all individuals regardless of their circumstances.

Below are outlined specific services, processes, and programs either available to or required of certain individuals accessing integrated services through the state workforce system:

- *Unemployment Compensation Claimants, the long-term unemployed, the under-employed, dislocated workers:*

All unattached Unemployment Insurance (UI) claimants are required to complete the Welcome Process as described above within 14 days of filing their initial claim. The Welcome Process enrolls all individuals into Wagner-Peyser services as well as WIA I-B Intensive Services for Adults and Dislocated Workers. The state, through specific federal funding, conducts Re-employment Eligibility Assessment (REA) interviews for randomly selected claimants at week six of their UI claim. Wagner-Peyser staff contact all claimants who are near the point of exhausting their UI benefits to review their work search registration, run job matches, and review the available services with claimants.

All individuals, once registered, may access job search and skill development services in a WorkSource Oregon office such as resume workshops and interview classes, as well as on-line skill development resources for increasing general work related skills such as reading, math, and computer literacy.

Displaced homemaker services are available, as an eligible category of dislocated worker, through all WorkSource Center operations. Displaced homemakers have access to the full array of programs and services.

- *Low-income individual (including recipients of public assistance):*

All individuals may access any of the services described previously. In addition, the Oregon Department of Human Services (DHS) which manages the Temporary Assistance to Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) has contracts with local WorkSource offices or with service providers that may be co-located at WorkSource offices to provide job search services for individuals receiving assistance under these programs.

- *Migrant Seasonal Farm Workers:*

Migrant and seasonal farm workers (MSFWs) are recognized as a unique customer group entitled to be offered and have effective and equal access to the full range of workforce services. Many MSFWs may also be considered part of the 'supply pipeline' of individuals seeking and available for training to meet the workforce needs of high growth/high demand and economically critical industries. Federal regulations also require that they receive workforce services on at least a quantitatively proportional and qualitatively equivalent basis as non-farm workers receive those services.

In recognition of the needs of MSFWs, strategies in Oregon to promote equal and effective access and service delivery and to promote enhancement and integration of services to MSFWs include:

Designated staff (MSFW Representatives) within each workforce area who work with local management and staff , keep attention on service delivery and performance outcome goals regarding MSFWs contributing to overall performance goals.

Oregon Human Development WIA 167 staff have workspace in WorkSource Oregon centers and access rights to the MSFW customer data base in each workforce area they serve. With this, they are able to identify from a broader base of MSFW customers those particularly interested in the intensive and training services they can offer and where other staff are able to understand more thoroughly the value added services offered by the WIA 167 for enhanced referral of their customers; they are seen as a critical component to delivering workforce services to MSFWs.

Ongoing review and technical assistance visits by the Monitor Advocate for Farmworker Services to WorkSource Oregon Centers and affiliate sites provide guidance on service delivery mechanisms and enhancement opportunities to more clearly meet the needs of the MSFW population, along with quarterly sharing of 'promising practices' for serving MSFWs.

Spanish language orientations to services and workshops in appropriate local workforce areas and sub-area locations for the predominately Spanish speaking MSFW population, developed among and used by all partners, may provide needed staff facilitated access to system services and job search information, teach basic keyboarding and movement through the internet to promote self-service of Spanish job listings and other critical employment and offer education, training and labor market information.

Interagency/partnership network meetings in local workforce areas and appropriate sub-area locations focus on better coordination and utilization of services and programs important to self-sufficiency efforts for MSFWs.

Membership on local and state boards is promoted among key agricultural business owners and business owners who see limited English proficient MSFWs and others as part of the pipeline of potential employees.

Continued attention is paid to job listings to assure that any English language requirements are consistent with non-discrimination mandates and do not exclude from consideration and hiring those skilled MSFWs and others who are not fluent in English.

Integrated services to MSFWs also occurs through the assignment of bi-lingual account representatives to the agriculture industry.

Local MSFW outreach plans, coordinated with workforce partners and community and faith-based organizations which serve MSFWs, with targeted time and performance outcomes, assure that MSFWs learn about workforce and other self-sufficiency services.

- *Veterans:*

Oregon's policy to deliver veterans' priority of service meets the requirements of 20 CFR 101.230. The policy is described below.

Priority of Service. All qualified veterans receive the full range of service available through the local One- Stop Career Centers with special emphasis placed on providing intensive services to disabled veterans. One-Stop Career Centers assure that veterans and eligible spouses are made aware of their entitlement to Priority of Service, the full array of employment, training and placement services available; and applicable eligibility requirements for programs and services.

Each Service Delivery Point (SDP) staff member follows the order of priority in Title 38 section 4215 as follows:

- Special disabled veterans;
- Other disabled veterans;
- Other eligible veterans in accordance with priorities determined by the U.S. Secretary of Labor; and
- Certain spouses and other eligible persons.

Veterans' Priority of Service posters are posted near the entrance of all WorkSource Oregon offices. Should a veteran self-identify to a staff member upon entering an office, they are provided priority of service if other customers are already there.

Veterans are also identified in the WorkSource registration process and are provided priority of service through the iMatchSkills job registration program. Moreover, the Governor's Executive Order 09-03 directs that all documents of initial exchange (written or electronic) will ask if the client is a veteran and ensure veterans receive information about veterans' benefits including employment, training and placement services as well as eligibility requirements.

Disabled Veterans Outreach Program specialists (DVOPs) and the State Program Coordinator work closely with the Oregon National Guard, U.S. Army, Navy and Air Force Reserves to insure priority of service and veteran benefit information is shared with veterans at mobilization, demobilization, medical hold units and family support group functions.

Monitoring of the process is conducted through the use of State Workforce Agency (SWA) manager supervision, Managers Quarterly Reports and Department of Labor (DOL) office reviews.

Along with all WorkSource office managers, supervisors, and "welcome" staff, LVERs and DVOPs are trained about priority of service. Staff who provide these services are trained to insure veterans are made aware of this. OED and partner service agency staff are provided training through the DVOPs in Priority of Service. The WorkSource OED Business and Employment Services (B&ES) Manual covers this material.

Veterans assessed as job ready are provided with priority assistance by WorkSource Oregon staff providing labor exchange services, including Wagner Peyser staff in gaining access to all available core workforce information including the Job Information Service and electronic job/training information. Veterans are given priority in referral to job openings for which they qualify by DVOP grant staff or Wagner- Peyser staff.

WIA 1-B providers assure that veterans, spouses and eligible others receive priority of service in accessing limited resources for career training and skills development.

Staff provide veterans seeking services at one stop centers with referrals and access to programs outside the one stop delivery system. Such programs include those available from the U.S. Department of Veterans' Affairs (USDVA), particularly the services available from the Vocational Rehabilitation and Employment (VR&E) Unit, Vet Centers, Medical Centers and Domiciliaries. Training in Case Management techniques is periodically provided to DVOP staff by OED, other cooperating one stop partners and the National Veterans' Training Institute (NVTI). O-S partners participate in providing information to veterans about available services including employment assistance, unemployment insurance, LVER and DVOP services as well as job training opportunities for which they qualify.

LVERs perform the following tasks:

- Advocate for veterans' employment and training
- Employer relations-job development

DVOPs perform the following tasks:

- Intensive case management services to veterans with barriers to employment
- Develop job and job training opportunities for veterans through contacts with employers
- Promote and develop apprenticeship and other on-job training positions
- Perform outreach activities to locate homeless, disabled and other veterans who could benefit from intensive services
- Provide a seamless delivery of services and referrals to partner service providers within the one stop service delivery system.

- *Individuals with Limited English Proficiency:*

In accordance with the concept of Universal Access, Worksource Oregon provides access to services for customers with Limited English Proficiency (LEP). The Employment Department retains an LEP specialist who provides oversight and guidance on serving LEP customers and who reviews policies and practices for their impact on LEP customers. A Universal Access Advisory Committee, made up of partner staff of WorkSource Oregon, was created to provide guidance and assistance for serving all customers, including LEP customers as well as other individuals who may experience a barrier in accessing workforce services.

The WorkSource Oregon website uses Google Translate to assure that customers whose primary language is not English can access the site in more than 40 languages. A majority of WorkSource Oregon locations employ bilingual staff who may assist customers in Spanish, Vietnamese, or Russian, the three most frequently spoken languages among customers other than English. WorkSource staff can also access a "language line," a telephone bases translating service so they can assist customers whose primary language is not spoken by local staff.

WorkSource Oregon adheres to a policy that assures that all documents deemed essential to service customers are provided in both English and Spanish. State staff are able to quickly translate documents and forms into Spanish for use by WorkSource offices statewide. These staff may also assist local areas in translating forms or documents that are specific to local office use.

At least annually, the State Equal Opportunity Officer distributes to agency Equal Opportunity Officers and Equal Opportunity Coordinators (EOC) the most recent demographic area by county, with details on the distribution of racial and ethnic populations. Local level entities and EOCs are encouraged to apply the federal statistical formula to determine the need for reasonable accommodation of targeted groups.

- *Homeless individuals:*

All customers may access all services available through WorkSource Oregon. Specific services are not designed to serve Homeless Individuals. However, all local offices have established relationships with other social service agencies and local service providers so that those individuals who may need those services can be referred. In addition, all local offices maintain a list of local resources available to individuals who need assistance with shelter, food, medical assistance, or other needs.

Local staff who received the Career Development Facilitator training, were also trained in the use of a structure developed in Oregon called the "Hierarchy of Employment Needs." Similar to Maslow's hierarchy, this model looks at an individual's needs from basic life needs such as shelter and food, to life skills such as reading and math, and progresses through the hierarchy to highest level needs such as career advancement. This construct informs the conversation with individuals during their one-on-one discussion with staff during the "Welcome Process." For those customers needing basic life needs, they are referred to local services.

- *Ex-offenders:*

Oregon participates in the federal bonding program. This program provides for free, or at reduced costs, individual bonds for customers who have an offer of employment but whose criminal records prevents them from being bonded through regular means by an employer.

- *Older Workers:*

Older workers receive all services available to all individuals accessing services through the state's workforce system. In many WorkSource Oregon offices, partner staff from Experience Works, assist in providing services to customers. In addition, several offices host Job Clubs, which are focused on a variety of customer interest areas which may include job seekers from specific industries, specific careers, or for older workers.

- *Individuals Training for Non-traditional Employment:*

While the state does not have any specific policies governing training for nontraditional employment, local boards are encouraged to assure that trainings are made open to eligible individuals, regardless of "traditional" populations in a particular employment field.

The Governor's Office, Local Workforce Investment Boards, and partner state recipient agencies, will ensure recipients take reasonable steps to include members of varying demographic groups in their programs or activities. This requirement is communicated to recipients in a timely manner, and recipients are monitored and evaluated on the basis of customer characteristics by state recipient agencies as part of an annual MOA review schedule.

The review for universal access will examine plans for targeting and outreach to identified target populations, and samples of publicity materials used to expand the diversity of participants in the one stop's programs and activities. Recipients are expected to engage in specific outreach efforts targeted to members of various demographic groups by using a variety of media outlets and methods, to assure they provide universal access to services and to employment opportunities. (Universal access is regulated by 29 CFR 37.42)

- *Individuals with multiple challenges to employment:*

Individuals with multiple challenges to employment will receive services available to all individuals accessing services through the state's workforce system. Individuals experiencing any of the challenges listed above will be able to receive services as detailed. In addition, individuals with disabilities, including multiple disabilities or disabilities in concert with other challenges listed above, will receive services as detailed in the question below regarding serving the employment and training needs of individuals with disabilities.

How Oregon serves the employment and training needs of individuals with disabilities. The discussion must include the state's long-term strategy to improve services to and employment outcomes of individuals with disabilities, including plans for the promotion and development of employment opportunities, job counseling, and placement for individuals with disabilities. (W-P Section 8(b); WIA Section 112(b)(17)(A)(iv), 20 CFR 663.230, 663.640, 667.275(a).)

Oregon ensures that the full array of WorkSource Oregon services are available to individuals with disabilities and that the services are fully accessible through partnering and through use of a Methods of Administration (MOA – see below). Oregon's strategy to ensure that programs and services are accessible and will meet the needs of persons with disabilities is based on policy, training and technical assistance. At the local level, the local workforce investment board is responsible for continually assessing and assuring the accessibility of the systems programs and services for persons with disabilities.

Oregon Vocational Rehabilitation Services and The Commission for the Blind are one stop partners and make resources available to provide consultation and technical assistance to other workforce partners. The objective is to assist all one stop providers to make their services accessible in order to comply with their responsibilities under the Americans with Disabilities Act and to best meet the needs of individuals with disabilities who may be accessing another workforce program for assistance.

The Methods of Administration (MOA) requires recipients to provide reasonable accommodation to employees and participants and that all programs and activities are accessible to persons with disabilities. Compliance checklists and monitoring by the State Equal Opportunity Officer (State EOO), state partner agency Equal Opportunity Officers (EOOs) and regional/local Equal Opportunity Coordinators (EOCs) contain elements addressing this requirement and are available on demand.

The joint leadership of CCWD and the OED have formed a Universal Access Workgroup. The Workgroup is comprised of agency and partner staff that have expertise in serving special populations. The task of the group is to review current and proposed systems and practices that impact our customers ability to fully receive all services provided through Oregon's workforce system. The group is working to ensure that all portals either electronic or brick and motor are fully accessible by all customers.

State recipient agencies conduct programmatic and architectural accessibility compliance site reviews for their own and sub-recipient sites, and training for recipient and sub-recipient staff, according to a published schedule. Recipients are expected to provide reasonable modification of policies, practices and procedures to comply with Section 504 as described at 29 CFR 37.8, and to establish and maintain a schedule for regular evaluation of job qualifications to ensure qualifications are not discriminatory on the basis of disability.

The Department of Community Colleges and Workforce Development uses their Quality Assurance Self-Assessment Guide as guidance for ADA compliance. Regular assessment is required of all WIA Title IB recipients. The State EOO also conducts one stop and affiliate site inspections for compliance.

Through WorkSource Oregon, an MOA Website has been created for assistance to all parties who must comply with WIA Title I requirements. The web address is: http://oregon.gov/WORKSOURCE/STAFF/moa.shtml. Additionally, the Oregon Employment Department maintains a resource library with training videos and other instructive and informational resources on ADA regulations and disability awareness that WIA partners may check out to use for staff training.

Services for Individuals with Disabilities

Each local area/region has an OED sponsored Disability Services Representative (DSR) available to provide services to individuals with disabilities. The DSR is responsible for maintaining information about local services that provide special assistance to individuals with disabilities. They compile resources including, but not limited to, locations and contact persons for other agencies such as Vocational Rehabilitation, services for the blind or hearing impaired, local job accommodation information sources, and support groups for specific disabilities. The DSR is the key (but not the only) individual trained for operation of the telephone device for the deaf. The DSR also provides services in alternative means such as large print and sign language interpreters.

Sprint Relay Online service (SRO) and the 7-1-1 telephone relay number are listed on the WorkSource Oregon websites, publications and materials. In a current effort, TTY/TDD use is being phased out and replaced by Oregon Relay services and another service, NexTalk, available through OVRS. OVRS has assisted one-stop centers with the use of AT&T's language service, assistive hearing devices and identifying local interpreters. OVRS has obtained NexTAlk software to increase communication capacity with consumers who are deaf, which virtually eliminates the problems experienced with TTY's. This system is not yet available to the One Stop centers but OVRS can and will provide them with information on this newest technology as

a way to continue to provide disability awareness information to the WorkSource partners. OVRS has also collaborated with the Governor's Advocacy Office to explore the possibility of using Video Relay Interpreting in field offices across the state, especially those where traditional ASL interpreter services are difficult to obtain. In addition, all WorkSource Oregon one stop centers have JAWS access for customers who have low vision.

Oregon Vocational Rehabilitation Services (OVRS) and Oregon Commission for the Blind (OCB) are valuable partners in assuring access for all. OVRS and OCB serve as the public vocational rehabilitation programs under Title IV of WIA. Both OVRS and OCB provide specialized vocational rehabilitation services for individuals with disabilities and provide outreach throughout the one stop delivery system to ensure that individuals with disabilities entering the one stop and may require rehabilitation services obtain a referral. Further, OVRS and OCB make resources available to provide consultation and technical assistance to other workforce partners. The objective is to assist them in making their services accessible in order to comply with their responsibilities under the Americans with Disabilities Act and to best meet the needs of individuals with disabilities when accessing another workforce program for assistance.

Professional development is considered a high priority for staff providing services through the WorkSource Centers. Improving staffs understanding of serving customer with disabilities and how to provide accommodations will improve the customer experience. Center staff have the opportunity to attend Career Development Training (CDF). This nationally recognize certificate includes a module on assisting customers with disabilities. The state wide Diversity Conference provides national speakers on a wide range of topics about diversity and inclusion that include break out session on more effectively providing assistance to staff and customers with disabilities. The State Equal Opportunity Officer makes known to regions ongoing federal and state training and webinars.

In 2012, the OED piloted an internship program entitled Project Access. Departments at the central office of OED developed training internships for clients of OVRS and OCB. The goal is two fold. First, to provide valuable on the job training experience for the customer. Second, to help break down the misconception that there are challenges when hiring people with disabilities. While the pilot is just beginning feedback from supervisors has been exciting. The goal of the project is to eventually offer state wide internship opportunities for persons with disabilities.

How Oregon delivers comprehensive services for eligible youth, particularly youth with significant barriers to employment. (WIA Section 112(b)(18)(A).) The discussion must include how the state coordinates youth activities, including coordination of WIA Youth activities with the services provided by the Job Corps program in the state. Job Corps services include outreach and admissions, center operations, and career placement and transition services. (WIA Sections 112(b)(18)(C), 129.)

Oregon encourages local areas to develop youth programs that will provide paid summer jobs for youth, enhance support for post-secondary transition and retention, increase the number of “earn and learn” opportunities, and provide scholarships and tuition assistance to enable increased

numbers of low income youth to obtain post-secondary occupational training required to qualify for high demand, middle skills, family wage occupations.

State and local strategies used to deliver these training, skill development and employment services for summer and year-round programs include:

- Significantly increase the number of low income youth who will be paid to work in summer internships, receive tutoring/credit recovery and visit college campuses and businesses to explore college and career options.
- Provide wages for summer internships so that significantly increased numbers of low income youth have the opportunity to earn and learn over the summer months.
- Expose young people to the workplace, enhances academic skills and increases marketable skills to help make informed career choices. Youth participants learn the value of earning their first paycheck which encourages them to build strong work ethics and a pathway to productive employment.
- Provide career guidance, coaching and support for low income youth in alternative education to increase the number of these youth who have the skills to succeed in postsecondary education and training and the necessary supports to successfully complete a course of study.
- Supplement scholarships with a wide range of support services to cover basic needs necessary to help trainees stay in school and complete training and obtain critical certificates and credentials.
- Provide expanded basic academic and computer skills tutoring and remediation and ESL services to more youth to prepare them for successful transition to post-secondary education, occupational training and apprenticeships.
- Provide campus-based guidance and support to increased numbers of low income youth so they can make a successful transition to and persist in post-secondary education.

Local Youth Councils hold a key role in providing comprehensive services to eligible youth based on shared information and collaborative efforts that bring together local workforce training providers, educational institutions and community organizations that serve youth.

Youth Councils appointed by the Local Workforce Investment Boards (LWIBs) oversee the investment of funds aimed specifically at “at-risk youth”. The delivery of comprehensive youth services must be a coordinated effort with agencies, local schools, family resource and youth service centers, foster care, juvenile justice and other relevant local and state services that, when combined during a youth’s development, allow a young person’s education and workforce needs to be addressed.

Oregon recognizes the need to identify eligible youth, provide appropriate assessment and develop an individualized service strategy incorporating the array of services necessary to meet individual needs. The local Youth Councils assess the services available in the community, identify gaps in services, eliminates duplication of services and targets appropriate funding sources for these services.

Local youth program services, at a minimum, entail the required youth program design, program elements and additional requirements in accordance with Section 129 of the WIA. All local WIB

youth programs, services and facilities will be in compliance with the appropriate state and federal law including Title VI and VII of the Civil Rights Act of 1964, sections 502 and 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975 and the Americans with Disabilities Act of 1990. As part of the state's oversight role, compliance with these laws will be reviewed during regularly scheduled quality assurance, monitoring and compliance visits and reviews.

Priority is given to youth who have documented barriers (individuals with disabilities, basic skills deficiencies, offenders, school drop outs, homeless, foster children, runaways and others) and are in need of additional assistance to complete their education and obtain and retain meaningful employment. Cooperative agreements will be developed with providers of foster care, education, welfare and other needed and relevant programs. Eligibility issues and special-needs program issues are resolved, and the coordinated delivery of services is facilitated with entities that include the local educational agencies, adult education agencies, welfare offices, juvenile justice and local law enforcement agencies, local housing authorities, Job Corps centers, rehabilitation agencies and community-based organizations. Activities for pregnant and parenting youth are administered through welfare funded programs in cooperation with partners. Youth Councils are responsible for ensuring that services to Title IB youth at the local level are individualized, comprehensive and that the services are coordinated with all participating state and local agencies offering youth programs.

Wagner-Peyser Agricultural Outreach: Each state workforce agency shall operate an outreach program in order to locate and to contact migrant and seasonal farmworkers (MSFWs) who are not being reached by the normal intake activities conducted by the local offices. To this end, each state agency must include in its State Operational Plan an annual agricultural outreach plan, setting forth numerical goals, policies, and objectives. Regulations at 20 CFR 653.107 require that the outreach plan include the following elements:

Assessment of need
Proposed outreach activities
Services provided to agricultural employers and MSFWs through the One-Stop delivery system
Numerical goals
Data analysis

Agricultural Outreach Plan:

Employment Services for Oregon's Farmworkers and Agricultural Employers

Oregon Employment Department
Program Year 2012
July 1, 2012 - June 30, 2013

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A. INTRODUCTION

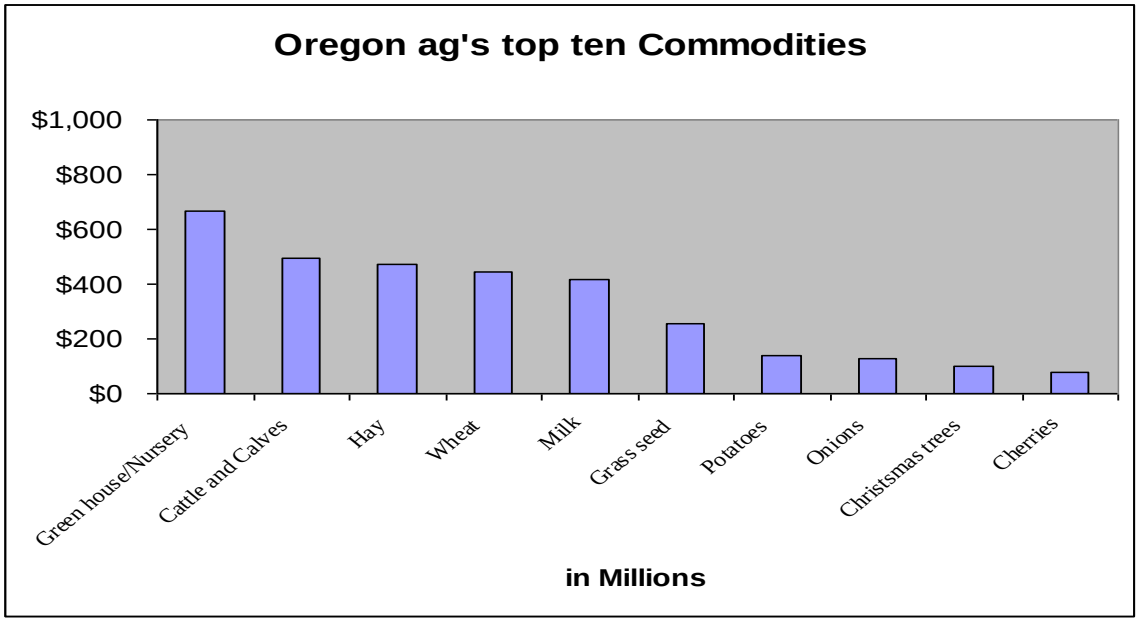
In the context of Oregon agriculture, the role of the state's workforce system, and particularly Oregon Employment Department (OED), is to provide workforce and labor exchange services to the agricultural community and to agricultural workers. In doing so, OED works with employers, farmworkers, and organizations representing and working with those customers, and other state and local agencies.

The Oregon Agricultural Outreach Plan for July 2012 through June 2013 is OED's blueprint for conducting outreach to migrant and seasonal farmworkers and agricultural business customers, offering to them the full range of workforce services available from the department, in accordance with guidelines from the U.S. Department of Labor.

ASSESSMENT OF NEED

A. <u>Review of Previous Year's Agricultural Activity</u>

The most recent comprehensive assessment of Oregon agriculture is found in the July 2012 report *State of Oregon Agriculture* by the Oregon Board of Agriculture. It discusses the condition and range of issues facing agriculture in Oregon. The report's one page assessment of individual crop conditions for 2011 and Oregon's top 10 commodities trends is attached as Appendix 1.



A summary of agricultural production, including value of crops, acreage and production value statewide, is available in Oregon Department of Agriculture brochure *Oregon Agriculture: Facts and Figures* as seen in Appendix 2. Preliminary figures show 2010 Oregon agriculture production value at $4.4 billion, up 7 percent from 2009. That's still down from the $4.9 billion in both 2007 and 2008. However, the trend appears to be on the upswing. The overall trend shows farms and ranches have bounced back from a

troubling 2009 but still not to the previous levels of 2007 and 2008. The complete report is available on-line at: http://oregon.gov/ODA/docs/pdf/pubs/ff.pdf.
More information about production, acreage and value is found in *2010-2011 Oregon Agriculture and Fisheries Statistics*, by the Oregon Department of Agriculture and the US Department of Agriculture, National Agricultural Statistics Service. This is also available on-line at:
http://www.nass.usda.gov/Statistics_by_State/Oregon/Publications/Annual_Statistical_Bulletin/2007%20Bulletin/stats0607.pdf

Confidentiality restrictions prohibit the department from identifying individual agricultural and non-agricultural employers who use our services. However, it can be reported that in the program year ending June 30, 2011, 243 separate agricultural employers placed a total of 578 job listings with WSO, a small increase from the previous year. The 578 listings represent 4,986 job openings which resulted in 1,302 hires. WSO office staff made 8,676 referrals to the openings, and an additional 4,668 referrals were made by customers themselves through the self-refer process in OED's iMatchSkills® job matching system (iMS).

In contrast, 5,353 non-agricultural employers used the department's labor exchange services last year. The employers entered 15,154 entry level job listings for 41,896 positions. Reported hires to date were 13,529 from 637,208 total referrals.

B. Review of Previous Year's MSFW Activities for Labor-Intensive Crop Activity

PY 2011 continued the prior year's increasingly tight labor supply in Oregon, particularly during harvest time. Labor supply varied by crop and point of time during the season, and while larger agricultural employers with opportunities for longer periods of employment and agricultural employers with housing for their workforce experienced fewer problems than other agricultural employers, they were also concerned about securing the labor force they wanted. Less than bumper size harvests in some crops, in some instances weather impacts, helped alleviate what would have otherwise been a more significant labor shortage. Competition from other industries, including landscaping, manufacturing, hospitality and fighting forest and open range fires continued to draw workers away from agriculture during the summer-fall of 2011. However, some agricultural employers in Central Oregon have been quoted in newspapers as seeing more job seekers in their areas than they have in several years, coming from industries which are slowing down and experiencing lay-offs.

The Oregon Agricultural Employment Estimates for calendar year 2011 in Appendix 3 is the department's most current statement about agriculture employment throughout the state. Caveats continue to be relevant when interpreting this data, however. These estimates are derived principally from Unemployment Insurance (UI) tax records which are keyed to the North American Industry Classification System (NAICS) industry code for the reporting employer. The Unemployment Insurance program excludes from reporting any agricultural labor performed for a farm with a quarterly payroll of less than $20,000 or not employing at least 10 persons in each of 20 separate weeks during any calendar year. Additionally, while staffing agencies working in agriculture do report

payroll under the UI system, they do not identify their reported employment by the nature of the work site at which employees are working. Consequently, workers placed at agricultural worksites by temporary staffing agencies are not reported as being employed with an agriculture industry NAICS and not directly captured in the department's agricultural employment estimates.

In an effort to provide a more complete picture of agricultural employment and account for agricultural employment not reported through UI wage records, the department uses a statistical model based on Washington State's covered employment statistics, examines the US Census of Agriculture reported hires data and makes other adjustments based on information from the department's network of regional economists. The agricultural employment estimates reported in Appendix 3 reflect this attempt at a more accurate data.

The department also does not survey for nor systematically collect crop specific employment data or data which attempts to determine whether employees working in a particular crop are migrants to that area or are year round residents working seasonally or year-round for an employer. Similarly, while various public and private sector entities study aspects of the agricultural labor arena, no one entity studies nor has compiled a picture of the entire agricultural labor market in the detail one might have for other industries.

The Agricultural Employment Estimates in Appendix 3 when used in conjunction with the information in *Oregon Agriculture: Facts and Figures*, Appendix 2 provide an indication of the number of workers employed in areas of the state when significant hand harvesting is occurring.

Department farm employment estimates can be seen as a 'floor,' with agriculture employment likely higher than the stated estimates. With the caveats noted previously, we find that peak employment for 2011 was found in July, with 70,950 workers estimated employed for at least part of the month. The low estimate was for January 2011 with 41,900. The peak month of July for 2011 represented an estimated reduction of 3,460 workers from the July 2010 estimated employment. Fewer workers in the peak month of July could be an indicator of a tight labor situation. The average estimated employment for 2011 statewide was 52,730. This continued the recent trend of slight decreases each year, as the estimated 2010 monthly average was 53,030.

With the significant swings in agricultural employment in some counties (including Hood River: 1,430 low to 4,650 high; Marion-Polk: 7,520 low to 14,770 high; Portland metro area: 11,710 low to 18,590 high; and Wasco: 950 low to 7,880 high), caution should be used in looking at only averages for any county or statewide statistics for planning or other purposes. Looking at the month by month estimates as well as an average, based on the county of attention and purpose for which the data is being sought may be more advisable. For the annual estimates for the years 2001 through 2011, go to http://www.qualityinfo.org/olmisj/PubReader?itemid=00003093

C. Projected Level of Agricultural Activity in Oregon in PY 2012

As discussed in the Board of Agriculture's report, Oregon agriculture faces many challenges. Most significantly, perhaps, for projections on agricultural activity is the nexus of immigration control/enforcement and labor availability and the failure in

Congress to achieve comprehensive immigration reform with earned legalization and modifications to foreign labor certification programs. As of this writing, efforts to include an Emergency Agricultural Relief Act in an appropriations measure were successful in the Senate Appropriations Committee, but face an uncertain future of passage. Forecasts for a longer term resolution via agricultural jobs or comprehensive immigration reform suggest that is unlikely during program year 2012. Pending regulations by the Department of Homeland Security to tie enforcement action into the Social Security Administration's wage report 'mis-match' letters are creating even more concern in the industry and worker community about access to labor and employment. As stated in a 2006 email from the state Department of Agriculture involving 'mis-match' letters, "While the labor situation relating to legal status and documentation is largely a federal issue, the impacts are local, and could be devastating in the short-term for agriculture unless the legality question is resolved by Congress. ….Longer term, there may be other necessary strategies for addressing how agriculture handles the multiple tasks in the process of getting food, fiber, fuels, and other products from farm to table -- new ways of thinking about process, function, the role of technology, mechanization, crop varieties and quality, markets, etc."

Exports remain critical to Oregon agriculture even as locally sourced food gains increased favor in many Oregon communities. Eighty percent of what Oregon produces leaves the state. Forty percent leaves the country, primarily to Asian and European markets. This compares to a national export level of 25 percent for US farm and food goods. As a result, transportation infrastructure and cost are significantly important to Oregon producers.

Dealing with changing consumer demands, food safety issues, certification programs, labor uncertainties, and international trade fluctuations is now part of the daily effort to produce food, fiber, fuels, and other goods. Adapting to ever changing market and consumer preferences is a part of sustainable agriculture in Oregon. Change is always a challenge, but Oregon growers diversify production, utilize the latest technologies, employ aggressive stewardship of their natural resources, and pay close attention to trends. All this helps, but doesn't immunize growers from the external forces of the wider economy.

With the pressure from overseas production where labor and regulatory costs are significantly lower, some growers are moving into commodities where mechanization of labor tasks is possible. In some commodities and for some growers, however, options for mechanization are particularly costly, some years in the future, impractical, or not otherwise realistic. Production of some labor-intensive crops continues to move out of Oregon (strawberries and some cane berries, broccoli, etc.) or move even more to mechanization when suppliers stop premiums to growers for hand-picked fruit (raspberries). Interest in organically grown food, seen as an advantage for Oregon producers, has its own demand for labor and is now increasingly favoring off-shore production with its lower labor costs. The increased volume of organic food is reported to reduce the previous production margin US growers experienced and helped cover their increased labor costs. Issues of food security and sustainability have not yet counteracted

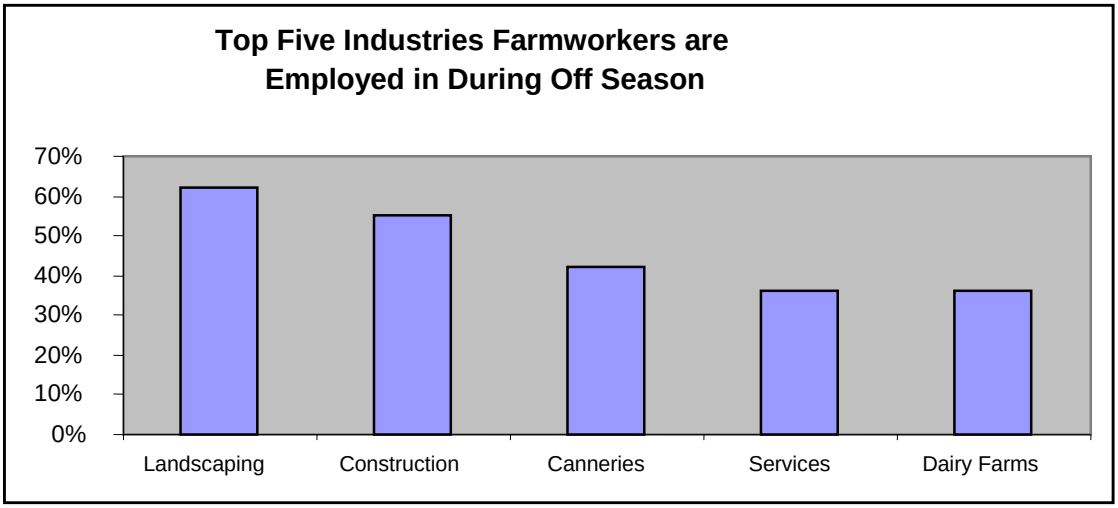
the increased imports of organic labeled products. Countering trends for crops with reduced labor costs, the increased presence by acreage or production per acre in other crops, such as cherries, other tree fruit, wine grapes and horticultural/greenhouse products, continues, along with their labor needs. Even where technology advances may reduce or change some labor needs (and bring with it increased needs for training of workers), much of the work in Oregon agriculture remains labor-intensive.

Employers and aspects of Oregon agriculture which do not have or cannot support short term housing for seasonal agricultural workers will face even more significant challenges under current federal law. Recruitment options for seeking domestic workers from other states through the workforce system and for seeking permission to hire foreign workers if domestic workers cannot be recruited each require employer-provided housing for non-local workers at no cost to the workers. Current proposals to allow housing vouchers instead of employer-provided housing are likely not to be sufficient in Oregon where affordable rental housing is in exceedingly short supply. Despite worries in other states, continued employment in landscape, light manufacturing/assembly and hospitality work is expected to compete favorably for workers who might otherwise consider new or continued work in agriculture. This appears likely to occur even with agricultural employers paying higher wages to compete for that workforce.

D. Projected Number of MSFWs in Oregon in PY 2012

Projecting the number of migrant or seasonal farmworkers or potential changes to that number continues to be problematic. According to the most recent enumeration census taken by Northwest Regional Primary Care Association in 2011 there were 98,391 MSFW's (30,840 migrant and 67,551 seasonal workers) in the State of Oregon. The National Farmworker Jobs Program operated by Oregon Human Development Corporation (OHDC) provides employment and training services to Oregon's MSFW population. For the PY 2012-2013 OHDC's annual plan is to recruit and enroll 300 MSFW and their entered employment goal is to place 170 MSFWs in year round employment.

As the information above indicates, the majority of farmworkers in Oregon are categorized as seasonal. This represents a higher proportion than the national average (According to a 2009 National Center for Farmworker Health fact sheet "Migrant and Seasonal Farmworker Demographics", 42% of farmworkers are migrant and 58% seasonal) though it is consistent with the trend of farmworkers "settling out", or establishing permanent residence in Northwest communities. The majority of farmworkers travel from California, though other states, such as Texas and Arizona, are and are sending MSFWs to the Northwest as well. There is also some intraregional migration between Washington to Oregon.



OUTREACH ACTIVITIES TO MIGRANT AND SEASONAL FARMWORKERS

A. Assessment of Available Resources

Department offices will conduct outreach to inform migrant and seasonal farmworkers about the core, intensive, and training services available through the department and the workforce system. Each field office will continue to have a designated staff person identified as the primary contact for MSFW outreach and information. Additional field office staff may also participate in outreach activities as needed. The Monitor Advocate assists offices in outreach, aside from independent activities with farmworkers. Staff from the Communications Section, including bilingual staff, also assist with outreach activities.

Local office managers regularly assess the staff time needed to serve MSFWs based on the and the seasonal nature of MSFW workload, and within available resources. The local office managers also rely on guidance from the State Monitor Advocate about how to best allocate staff time to attain MSFW service equity goals.

At the state and field office level effective collaboration with workforce partners is an important leveraging tool in helping MSFWs find jobs. Partners include Oregon's Workforce Investment Act (WIA) National Farmworker Jobs Program partner Oregon Human Development Corporation (OHDC), WIA Title 1-B providers and "one stop career center operators," Job Corps, Community College Adult Basic Education programs (including ESL and computer basics classes). OED also looks to collaborate with other state agencies that conduct outreach to farmworkers, including Bureau of Labor and Industries, Department of Consumer and Business Services, Department of Justice, Department of Education, and the Extension Service.

OED will continue to work with and expand if possible contacts with non-profit organizations that have a special focus on or generally serve farmworkers. Special focus programs include High School Equivalency Program (HEP) and College Assistance to Migrants Program providers, community development corporations offering farmworker

housing, Centro Cultural, migrant health clinics, migrant education programs, farmworker legal services, migrant Head Start programs, farmworker advocacy organizations and the UFW and PCUN –the two farmworker unions operating in Oregon.

B. MSFW Outreach Goals and Proposed Activities

The department's goal for MSFW outreach for the program year 2012 is 15,000 contacts statewide, with the main focus being in the designated six significant offices: Hermiston, Pendleton, Ontario, Madras, Woodburn and The Dalles (designated by the U.S. Department of Labor). Outreach focuses on marketing the services available from WorkSource Oregon staff, education training partners, and other MSFW services providers.

A variety of methods are planned to reach MSFWs about available services. The degree to which specific activities are pursued by particular WorkSource Oregon offices, however, will vary by local area, available partnerships and media options, among other local characteristics. The scope of options includes:

1. Using Spanish-language media (print, TV, and radio) to reach larger audiences. WorkSource Oregon (WSO) will use Spanish and English language radio, TV and print to inform MSFWs about workforce services. This will include efforts to secure regular 'job shows' with standardized content areas on Spanish language radio where they do not exist. WSO will seek at least one Spanish language radio interview about WorkSource Oregon services per year in each workforce area with Spanish language radio coverage and in appropriate sub-areas with local Spanish radio broadcasts. Job shows and interviews prior to local agricultural seasons will encourage workers to register with WSO for services, including referrals to agricultural and non-agricultural employment. Urgent seasonal agriculture listings will also be publicized. Listings promoted on the radio cover a wide range of occupations, allowing MSFWs and others to see the variety of job listings offered for securing employment. The community calendar segment of Univision's local Portland station will also be tapped to publicize job fairs.

2. Participating in multi-agency/organization roundtables. Interagency meetings that focus on the needs of farmworkers provides the opportunity to update organizations about WSO services. The meetings provide an avenue to ask these organizations for help in promoting job seeker services to their farmworker customers. In Program Year 2012, the Monitor Advocate will work with areas without network meetings which would be interested in establishing them and explore opportunities for strengthening partnerships in such activities.

3. Speaking about workforce services to farmworkers served by other organizations and to staff of organizations who work with farmworkers. Staff will continue to offer to speak at partners' staff meetings and provide them with up-to-date information about workforce services and commitments. The Monitor Advocate will explore opportunities to talk with farmworker parent groups. Appendix 5 is a handout for presentations to partner staff about services and farmworker customers. Appendix 6 is a

handout about the Spanish and English workforce materials that can be provided to partners and their customers.

4. Participating in activities to reach the farmworker population. The department will help publicize and provide information booths or use other means of participation in community events. These can include health fairs organized through migrant clinics and during Bi-national Health Week, Latino Small Business and Workforce Conferences in Salem and southern Oregon, Univision's Latino Job Fair in the Portland area, back-to-school fairs, farmworker appreciation days, Fiesta Latina type events, and similar activities.

5. Conducting traditional one-on-one outreach to farmworkers. This aspect of outreach will focus on directly reaching migrant farmworkers, including those living in labor camps. Oregon also has a population of farmworkers who require information in indigenous languages to effectively learn about workforce services. When possible, WSO will work with local partners to identify and engage interpreters to assist with outreach to indigenous language speakers.

6. Publicizing seasonal agricultural and other work opportunities. WSO will heighten publicity efforts to notify workers about seasonal agricultural work, including work listed for recruitment throughout Oregon and the US through the Agricultural Recruitment System and the H-2A Foreign Labor Certification Program. Standardized bilingual job flyers will be available for posting and distribution within communities and to partners. Offices will use lists of local organizations that work with farmworkers to email or deliver flyers for wider publicity. As mentioned, WSO also will use radio job shows for these recruitments. Balancing workload demands, outreach staff will also visit gathering areas and temporary housing locations to further publicize and identify potential candidates for these positions. WSO will also use enhanced outreach to inform partners and job seekers about selected H-2B foreign labor non-agricultural listings that may be good employment prospects for farmworker customers. WSO will attempt to contact registered MSFWs to inform them of job opportunities, specifically including H-2A and H-2B job listings.

7. PY12 MSFW and Agricultural Employer Outreach Estimates- see Appendix 7

SERVICES PROVIDED TO MSFWs THROUGH THE ONE-STOP WORKFORCE SYSTEM

Migrant and seasonal farmworkers are recognized in Oregon's One-Stops as a specific customer group entitled to effective and equal access to the full range of workforce services. Federal regulations require that they receive workforce services on a quantitatively proportional and qualitatively equivalent basis as non-farmworkers.

In an integrated service delivery all customers will be offered an initial standardized skill assessment (available in Spanish and English) and a comprehensive menu in Spanish and English of skill enhancement products, including but not limited to occupational training. In addition, staff of One Stop Career Centers will use a variety of tools to attempt to

match the job seekers' skills, interests and abilities with available high wage, high demand jobs, in their current labor market area, or in other areas if desired.

The integration of services is intended to increase the quality of services, focus on skill and talent development of both unemployed and current workers, and, on a system-wide basis, increase the wages, job retention and job advancement of Oregonians. In addition to improved customer outcomes, more efficient and effective customer service is expected from the systematic coordination of federal workforce services. Finally, more efficient use of resources and elimination of program duplication from enhanced integration are also expected to improve the use of limited and declining funding.

Designated staff (MSFW Representatives) within each workforce area will continue to work with local management and staff to keep attention on service delivery and equity outcome goals regarding MSFWs. They will also serve as an MSFW voice at the local level to raise any issues impacting MSFW customers as the integration project moves forward.

In addition, staff will continue to ensure that MSFWs have complete and quality registrations for ongoing notification of employment opportunities. MSFWs who are not fluent in English receive one-on-one interviews with staff for registration and job referrals. Staff that are not bilingual in the language of the job seeker are to seek interpreter services, including in indigenous languages, through the department's contracted interpreter service or with the assistance of the coordinator of the Limited English Proficiency program. Other MSFWs are to be offered assistance in registration to assure quality registrations are completed. Staff assistance is available to all MSFWs for learning the WSO computer job match system and for using English and Spanish websites for looking at available jobs and learning about other workforce services. WSO MSFW representatives may engage with local organizations serving MSFWs who may be able to provide more intensive one-on-one assistance to MSFW job seekers.

The majority of MSFWs registered with the department, consistent with the overall farmworker population, require services to be provided in Spanish. In PY 12 WSO will work to further enhance the Spanish version of the workforce services website and promote this website for accessing information in Spanish about the jobs listed with the department. In a related vein, WSO will encourage more offices with significant Spanish language populations to provide a Spanish language 'basics of using a computer mouse and www.EmpleoEnOregon.org orientation in their service area. In addition, the department will promote existing websites for free instruction in English and Spanish for developing computer skills as part of workforce integration project's menu of services and resources. Offices will contact providers and instructors who offer computer basics classes in Spanish in their local area and ask them to include WSO's Spanish site as one visited during their classes. Offices in turn will promote those computer familiarity classes with MSFW customers.

To assure MSFW access to a range of employment opportunities, the department will continue to review job listings for appropriate education and English language skill levels.

The menu of services and resources identified and promoted through the workforce integration project will include access to and referral of MSFWs to the dislocated worker program and to other services from WIA partners, including OHDC's National Farmworker Jobs Program, and other education and training providers. Information about services from community partners including food, clothing, housing, transportation, medical, social and legal assistance is also provided.

During PY 2012 WSO will explore ways to further collaborate with the mandated WIA One-Stop partner, the National Farmworker Jobs Program. One area of opportunity may be NFJP staff training, and possible staff access, to the iMatchSkills® (iMS) data base. This partnership would help the MSFW program count the "Placed in a Job" Equity Service Indicator performance in collaboration with the National Farmworker Job Program.

The Oregon Employment Department expects to identify additional opportunities for collaboration, and look particularly at possibilities with migrant Head Start and migrant education programs, state and federally funded farmworker housing providers, MSFW/Latino Cultural Centers, and other community-based and faith-based organizations that serve MSFWs.

Level of Wagner-Peyser funded staff assigned for outreach to MSFWs during the fiscal year 2012-13

WorkSource Centers	MSFW Staff
Albany Includes Corvallis and Lebanon	1
Astoria Includes St. Helens and Tillamook	3
Coos Bay Includes Brookings/Harbor	2
Eugene Includes Florence and Springfield	1
Hermiston Includes **Pendleton**	2
Klamath Falls	1
La Grande Includes Baker City and Enterprise	1
McMinnville	1
Medford Includes Ashland and Grants Pass	1
Newport Includes Lincoln City	1
Ontario Includes Burns and Canyon City	1
Portland Includes Gresham, Beaverton-Hillsboro	3
Oregon City	1
Redmond Includes Bend, **Madras**, and Prineville	2
Roseburg	1
Salem Includes Dallas and **Woodburn**	2
The Dalles	2
TOTAL	**26**

Bold = US DOL designated MSFW Significant Offices US DOL has indicated an intent to review the designation of Significant Office in 2013. At that time, OED will review its allocation of staff based on US DOL office designations.

The amount of MSFW staff time allocated to outreach activities is determined at the local level, based on seasonal needs. The staff above represent those whose duties primarily involve service to MSFWs. Additional staff supplement as needed during peak season.

SERVICES PROVIDED TO AGRICULTURAL EMPLOYERS THROUGH THE ONE-STOP WORKFORCE SYSTEM

With significantly increased concerns over an adequate labor supply for Oregon agriculture, the department expects our labor exchange system will become an increasingly used resource by agricultural employers. In addition to recruiting workers who live within commuting distance of seasonal agricultural jobs, it is expected that the federally regulated Agricultural Recruitment System (ARS) program and the H-2A foreign labor certification program will be used by more employers. Both the ARS and the H-2A programs are resources for agricultural employers when an employer anticipates that sufficient qualified workers cannot be found in the local labor market when needed. Job listings under ARS allow recruitment for workers beyond commuting distance of the work site--elsewhere in Oregon and through workforce agencies in other states. Under the H-2A program, an employer seeks the option of hiring foreign labor if sufficient domestic labor cannot be located for their seasonal agricultural work. Requirements similar to but more extensive than those for ARS listings govern job listings approved under the H-2A program, including the priority recruitment and hiring of US workers when they are available.

In preparation for possible ARS or H-2A recruitments, the department has conducted prevailing wage and practice surveys for cherry, pear, wine grape, and Christmas tree harvests as well as nursery workers. Surveys will be conducted in 2012 for those crop activities where ARS or H-2A recruitments might occur in 2012 so that the department can respond immediately to requests for information or for recruitment assistance

Training resources through the broader workforce system are also of interest to agricultural employers. They have identified that increased skills are needed for many agricultural opportunities, whether for supervisory positions or to meet the changing mechanization and technology requirements of the industry. OED expects to increase placement results through more effective identification of skills that agricultural employers are seeking and identifying the workers with those skills through their registrations in iMatchSkills®.

Integrating Workforce Investment Act and Wagner-Peyser services is an advantage to agricultural employers and their access to the workforce system. In particular, locally designed employer services teams will have the responsibility for connecting local employers to the one-stop career system. To the extent agricultural employers connect with the workforce system individually or industry wide, job seekers will be better informed about available jobs, needed skills and training options related to agriculture and the workforce system will be more informed about and responsive to the workforce needs of agriculture.

The department will undertake a number of activities to better prepare for increased requests for recruitment assistance locally and with ARS and H-2A listings. Staff at both the field office and administrative office levels will update and, as necessary, expand their networks of agricultural employer/ agricultural organization and farmworker contacts so they can get accurate information on conditions in their areas. Account representatives in those parts of the state with significant labor-intensive agriculture will keep in contact with key agricultural employers for ideas to increase awareness of recruitment options and other workforce system services. In appropriate areas, this will include attendance at field days and agricultural employer association meetings
The OED "Hiring/Not Hiring" posters will also be available through local offices, who will be asked to provide and encourage local agricultural employers to use them. These posters help direct agricultural workers seeking work to the field office for referral to available jobs, saves employers time if they are not hiring, and helps to maximize the deployment of interested agricultural job seekers. The need for agricultural labor will also be a feature of our Spanish language radio job shows to facilitate maximum use of agricultural job seekers and get information about labor shortage/surplus into the farmworker community.

Activities that offices may pursue to facilitate increased successful labor exchange on all agricultural listings include handing out and collecting applications for work, scheduling interviews, and providing space at a specific field office for the employer's interviews. Staff may also assist workers with the actual application, help with translation at interviews when needed, and re-contact workers referred for an interview. This follow-up activity can produce more reliable recruitment results for the employer and the agency, helping to see that available workers are hired for needed employment. Staff may also use historical information on monthly employment patterns to identify opportunities for workers to effectively move from one local grower to another or be available for referral on any agricultural listing approved for recruitment of non-local workers.

OED will continue to promote membership on local and state workforce boards and to meet key agricultural business owners and other business owners who see limited English proficient MSFWs and others as potential employees. This will help raise awareness of training needs within agriculture for MSFWs to reach higher levels of education and may open new options for securing training funds from within and outside the workforce system.

Staff will continue to be the resource for general information regarding agricultural employment laws, regulations, and resources. This includes information and materials from Oregon Occupational Safety and Health Administration (OR-OSHA) including its Programa en Español de Seguridad (PESO) bilingual health and safety training program, Oregon Bureau of Labor and Industries (BOLI) and the Oregon Department of Agriculture's *Oregon Farmers' Handbook.*

State Monitor Advocate statement and recommendation

I have read and concur with the PY2012 Oregon Agricultural Outreach Plan to serve MSFWs in Oregon. The key ingredients to success for MSFWs in PY12 are:

* To assure OED's MSFW representatives are available at least 50% of the time during the peak season for farmworkers to promote the full range of job services available,
* Conduct especially vigorous outreach to farmworker communities to make MSFWs aware of OED job seeker services, educational and partner services and,
* Work closely with partners like the Workforce Investment Act, National Farmworkers Jobs Program and Community Colleges and Workforce Development to enable MSFWs to realize their full potential in non-agricultural jobs.
* OED also values farm employers and will work to promote using the WorkSource system to meet the employment needs of farmers and to bring farmers and MSFWs together to help Oregon's economy.

Fernando Gutierrez

State Agricultural Outreach Plan Appendix 1

Oregon ag's top ten commodities trending up and down

July 13, 2011… Oregon agriculture's roller coaster ride this past decade is reflected in a close look at six years of statistics for each of the state's top ten commodities. From nursery crops to cherries, the production value of Oregon's leading crops and livestock has swung high and low, with some trending up, others trending down.

Since 2005, Oregon has seen its first and only billion dollar ag commodity, only to watch it lose nearly 40 percent of its value. Some top ten commodities have more than doubled in production value over that stretch while others are half of what they were. As diverse as Oregon agriculture is, there are always winners and losers any given year. The same is true when it comes to the six-year trend.

Newly revised figures released by the Oregon Agricultural Statistics Service (OASS) contain preliminary numbers for the 2010 value of production. The overall trend shows farms and ranches have bounced back from a troubling 2009 but still not to the previous levels of 2007 and 2008. The preliminary 2010 production value is $4.4 billion, up 7 percent from 2009. That's still down from the $4.9 billion in both 2007 and 2008. However, the trend appears to be on the upswing.

The leading commodities generally continue to be unchanged. But Oregon's 2010 value of agricultural production– the total value of crops and livestock sold off the farm– includes a top ten list that has a new name and a rank order that has varied from year to year:

(1)	**Greenhouse and nursery products**	**$667 million**
(2)	**Cattle and calves**	**$493 million**
(3)	**Hay**	**$473 million**
(4)	**Wheat**	**$442 million**
(5)	**Milk**	**$415 million**
(6)	**Grass seed**	**$256 million**
(7)	**Potatoes**	**$141 million**
(8)	**Onions**	**$130 million**
(9)	**Christmas trees**	**$100 million**
(10)	**Cherries**	**$77 million**

Cherries are a first time member of the top ten and represent one of the brighter stories in Oregon agriculture the past six years. In 2005, production value for cherries was only $36 million and the commodity ranked #13 of all agricultural commodities in the state. Its steady growth hit a high of $83 million in 2009 and last year's value– down just a bit– is still a 113 percent increase from 2005.

Oregon Agriculture Commodities

Horticulture and Specialty Products
Bulbs of flowers
Christmas trees
Conifers
Cut flowers
Cut greens
Evergreens, broadleaf
Farm forest products
Greenhouse crops
Herbs
Hybrid poplars (cottonwood)
Mushrooms
Nursery crops of all types
Plants, flowering
Plants, foliage
Shrubs, deciduous
Sod
Trees, deciduous
Trees, flowering

Field crops, seed crops, and forage crops
Alfalfa hay
Alfalfa seed
Barley
Beans, dry edible
Bentgrass seed
Buckwheat
Camelina
Canola
Clover seed, crimson, red, white, and other
Corn for grain
Dill for oil
Fescue grass seed, tall and fine varieties
Flax
Flower seeds
Ginseng
Hay, all
Hops
Kentucky bluegrass seed
Lentils
Meadow foxtail seed
Meadowfoam seed
Mustard seed
Oats
Orchardgrass seed
Peas, dry varieties
Peavine hay
Peppermint for oil and rootstock
Potatoes
Rice, wild
Reed Canarygrass seed
Rye
Ryegrass seed, annual
Ryegrass seed, perennial
Safflower
Silage from corn
Silage from hay
Silage from mint
Sorghum
Soybeans
Spearmint for oil and rootstock
Straw from grain
Straw from grass
Sugarbeets for seed
Sugarbeets for sugar
Sunflower oil and seed
Triticale
Vegetable seeds
Vetch seed, hairy and common
Wheat
Wheatgrass seed

Fruits, nuts, and berries
Apples
Apricots
Marionberries and other blackberries
Blueberries
Boysenberries
Cherries, sweet and tart
Chestnuts
Cranberries
Currants, red
Elderberries
Figs
Gooseberries
Grapes
Hazelnuts
Kiwifruit
Loganberries
Nectarines
Olives
Peaches
Pears, Asian, Bartlett, winter, and other
Plums
Prunes
Pluots/plumcots
Raspberries, red and black
Strawberries for fruit and rootstock
Walnuts

Vegetables
Artichokes
Arugula greens
Asparagus
Beans, lima
Beans, snap green
Beets
Broccoli
Brussels sprouts
Cabbage
Cantaloupes and muskmelons
Carrots
Cauliflower
Celery
Sweet corn
Cucumbers
Eggplant
Endive, escarole, and and other leafy greens
Garlic
Gourds
Horseradish
Kale
Leeks
Lettuce
Mustard
Mustard greens
Green onions
Bulb (dry) onions
Parsley
Parsnips
Pumpkins
Green peas
Peppers
Radishes
Rhubarb
Rutabagas
Spinach
Squash
Swiss chard
Tomatoes
Turnips
Wasabi
Watermelon

Livestock, poultry, and dairy
Alpacas and llamas
Bees, honey, and beeswax
Bison
Cattle and calves
Chickens
Dairy products
Deer
Eggs
Elk
Goat products
Hogs and pigs
Horse and other equine
Mink
Ostriches, emus, and rheas
Pigeons
Pheasants, quail, and other game birds
Rabbits
Sheep and lambs
Turkeys
Wool and mohair

Fishery products
Bass
Clams
Cod
Dungeness crab
Flounder
Halibut
Oysters
Perch
Red snapper
Rockfish
Salmon
Sardines
Shad
Shrimp
Smelt
Steelhead
Sturgeon
Trout
Tuna
Whiting

Other farm enterprises
Renewable energy
Fee hunting and fishing
Agri-tourism and farm recreation events
Bee pollination
Farmstead food processing and other value added

OREGON AGRICULTURE: FACTS AND FIGURES

Preliminary figures show 2010 Oregon agricultural production value at $4.4 billion, up 7 percent from 2009.

Information furnished by

- *National Agricultural Statistics Service Oregon Field Office, Chris Mertz, Director.*
- *Oregon State University Extension Service.*

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In compliance with the Americans with disabilities act, this publication will be made available in alternative formats upon request.

Value of Oregon agriculture: Crop production, 2010

Crop	Acres	Production	Value
Field crops			
Barley (bu)	40,000	2,960,000	$10,508,000
Corn, grain (bu)	38,000	7,600,000	$42,940,000
Corn, silage (tons)	32,000	864,000	$29,341,440
Hay, alfalfa (tons)	415,000	1,785,000	$251,685,000
Hay, all other (tons)	630,000	1,323,000	$220,941,000
Hops (lbs)	4,600	8,278,000	$31,289,000
Oats (bu)	22,000	2,200,000	$4,840,000
Peppermint (lbs)	21,500	1,892,000	$39,543,000
Potatoes (cwt)	35,500	20,058,000	$141,409,000
Sugarbeets (tons)	10,300	374,000	$16,867,000
Wheat (bu)	947,000	63,586,000	$441,620,000
Seed crops			
Alfalfa (lbs)	2,420	2,083,000	$4,130,000
Bentgrass (lbs)	4,550	2,375,000	$6,058,000
Bluegrass (lbs)	15,400	18,516,000	$18,934,000
Fescue (lbs)	136,435	209,763,000	$72,757,000
Annual ryegrass (lbs)	112,000	201,998,000	$50,510,000
Perennial ryegrass (lbs)	91,570	146,590,000	$72,569,000
Fruits and nuts			
Apples (tons)	4,200	60,000	$29,254,000
Blackberries, all (lbs)	7,100	48,230,000	$37,451,000
Blueberries (lbs)	6,100	50,800,000	$59,418,000
Cherries, sweet (tons)	12,500	37,000	$77,256,000
Cranberries (bbls)	2,700	300,000	$10,950,000
Grapes for wine (tons)	16,900	31,200	$63,336,000
Hazelnuts (tons)	28,800	27,000	$59,670,000
Pears, Bartlett (tons)	4,200	50,000	$15,647,000
Pears, other (tons)	12,000	140,000	$60,700,000
Prunes & plums (tons)	1,400	4,000	$1,713,000
Raspberries, red (lbs)	1,500	6,000,000	$7,236,000
Strawberries (lbs)	1,900	23,500,000	$16,240,000
Vegetables			
Beans, snap (tons)	16,800	108,350	$20,205,000
Corn, sweet (tons)	20,000	202,567	$25,847,000
Onions, storage (cwt)	20,200	14,236,000	$130,290,000
Peas, green (tons)	14,500	28,700	$5,621,000

County gross farm and ranch sales, 2010

Rank	County	Dollars
1	Marion	512,726,000
2	Umatilla	396,721,000
3	Morrow	395,759,000
4	Clackamas	294,892,000
5	Malheur	273,093,000
6	Linn	240,852,000
7	Washington	228,839,000
8	Klamath	227,991,000
9	Yamhill	216,715,000
10	Polk	140,345,000
11	Tillamook	121,413,000
12	Lane	112,501,000
13	Wasco	89,741,000
14	Hood River	87,598,000
15	Benton	82,762,000
16	Lake	73,537,000
17	Union	67,688,000
18	Harney	67,380,000
19	Jackson	64,637,000
20	Jefferson	63,133,000
21	Douglas	62,598,000
22	Baker	61,539,000
23	Multnomah	57,283,000
24	Sherman	49,616,000
25	Grant	46,082,000
26	Wallowa	44,027,000
27	Crook	37,287,000
28	Coos	30,235,000
29	Gilliam	25,664,000
30	Deschutes	21,166,000
31	Columbia	19,674,000
32	Clatsop	19,169,000
33	Josephine	18,153,000
34	Wheeler	13,023,000
35	Curry	12,948,000
36	Lincoln	10,226,000

Contains Recycled Materials

Value of Oregon agricultural exports, 2009

Commodity	Value
Fruits and preparations	$229,100,000
Seeds	$227,900,000
Wheat and products	$220,725,000
Vegetables and preparations	$151,800,000
Tree nuts	$57,954,000
Nursery products	$37,000,000
Feed and fodders	$26,100,000
Christmas trees	$17,708,000
Hides and skins	$16,900,000
Live animals and red meat	$16,100,000
Feed grains and products	$9,500,000
Poultry and products	$3,200,000
Fats, oils, and grease	$800,000
Dairy products	$400,000
Others	$396,100,000

Oregon commercial fish landings, 2010

Type of fishery	Pounds	Value
Crab*	23,282,375	$44,904,000
Groundfish**	38,065,922	$27,269,000
Shrimp	31,550,026	$12,471,000
Tuna	10,693,409	$12,413,000
Salmon	2,773,948	$7,697,000
Whiting	69,530,142	$6,036,000
Other**	48,288,738	$7,444,000
Total	224,184,560	$118,234,000

* December 2009 through November 2010
** Estimate

Oregon's record high production for years 1980-2010

Crop	Amount	Unit	Year
Apples[1]	102,500	tons	1987
Barley	20,805,000	bu	1986
Bartlett pears	85,000	tons	1981
Hay, all	3,624,000	tons	2004
Hazelnuts	49,500	tons	2001
Onions, storage	16,214,000	cwt	2007
Potatoes	30,683,000	cwt	2000
Prunes & plums	33,000	tons	1980
Ryegrass, annual	266,460,000	lbs	1999
Snap beans	173,900	tons	1989
Strawberries	1,014,000	cwt	1988
Sweet cherries[1]	60,000	tons	1988
Sweet corn, proc.	452,330	tons	1995
Wheat, all	77,400,000	bu	1980

[1] Utilized production

Oregon farms, 2010

Number of farms	38,800
Land in farms (acres)	16,400,000
Average farm size (acres)	423
Value per crop land acre (dollars)	2,300

Operations

Size of operation (acres)	% of total farms
1-9	24.8%
10-49	36.7%
50-179	19.3%
180-499	8.6%
500-999	4.0%
1,000-1,999	2.6%
2,000 or more	4.0%

By type	Percent
Individual	85.1%
Partnership	7.5%
Incorporated	6.5%
Other (cooperative, estate/trust, institutional)	0.9%

By tenure	Percent
Full owners	78.2%
Part owners	16.0%
Tenants	5.8%

Age of principal operator	Percent
Under 25	0.3%
25-34	3.9%
35-44	10.6%
45-49	11.2%
50-54	15.1%
55-59	15.9%
60-64	14.3%
65-69	11.2%
70 and over	17.5%
Average age of operator	57.5

Livestock inventory, 1/1/2011

Commodity	Head
Cattle and calves	1,330,000
Beef cows	549,000
Milk cows	121,000
Cattle on feed	75,000
Sheep and lambs	215,000
Ewes	118,000
Market lambs	64,000
Horses and mules[1]	116,700
Mink, females bred[2]	57,500
Hogs[3]	16,000
All goats	38,200

[1] OSU
[2] July 2010
[3] December 1, 2010

Oregon's top 40 commodities 2010

Rank	Commodity	Value
1	Greenhouse & nursery products*	667,040,000
2	Cattle & calves	493,885,000
3	Hay, all	472,626,000
4	Wheat, all	441,620,000
5	Milk, all	415,027,000
6	Grass seed, all	256,111,000
7	Potatoes	141,409,000
8	Onions	130,290,000
9	Christmas trees*	99,657,000
10	Cherries, all	77,636,000
11	Pears	76,347,000
12	Corn, grain & silage	72,281,000
13	Eggs	64,199,000
14	Grapes	63,336,000
15	Hazelnuts	59,670,000
16	Blueberries	59,418,000
17	Crab landings	44,904,000
18	Mint for oil	42,839,000
19	Blackberries	37,451,000
20	Vegetable & flower seed*	32,058,000
21	Hops	31,289,000
22	Apples	29,254,000
23	Groundfish landings	27,269,000
24	Sweet corn	25,847,000
25	Grass & grain straw*	23,235,000
26	Watermelons*	20,745,000
27	Horses*	20,678,000
28	Snap beans, processing	20,205,000
29	Hay silage*	17,233,000
30	Sugarbeets	16,867,000
31	Sheep & lambs	16,712,000
32	Strawberries	16,240,000
33	Mink	15,074,000
34	Tomatoes*	12,706,000
35	Shrimp landings	12,471,000
36	Tuna, albacore landings	12,413,000
37	Cranberries	10,950,000
38	Barley	10,508,000
39	Raspberries, all	9,559,000
40	Whiting	6,036,000

* OSU estimate

2010 National ranking of Oregon agricultural production

Commodity	Rank	Percent of US
Blackberries, all	1	100%
Boysen and Youngberries	1	100%
Hazelnuts	1	100%
Loganberries	1	100%
Raspberries, black	1	100%
Ryegrass seed	1	97%
Orchardgrass seed	1	96%
Crimson clover	1	95%
Fescue seed	1	87%
Sugarbeets for seed	1	78%
Red clover seed	1	70%
Potted florist azaleas	1	52%
Christmas trees	1	31%
Peppermint	1	30%
Snap beans, processing	2	14%
Hops	2	13%
Spearmint	2	8%
Raspberries, red*	3	-
Kentucky bluegrass seed	3	28%
Dungeness crab	3	26%
Pears	3	24%
Onions, storage	3	14%
Austrian winter peas	3	12%
Blueberries	3	12%
Sweet cherries	3	12%
Mink pelts produced	3	10%
Nursery stock	3	7%
Herbs dried	3	1%
Strawberries	3	1%
Green peas, processing	4	8%
Sweet corn, processing	4	8%
Cranberries	4	5%
Wine grapes	4	1%

* Reporting procedures vary between states. Exact percentage unknown.

Oregon's top producing counties, 2010

Greenhouse and nursery	Gross sales
Marion	$147,756,000
Clackamas	$144,666,000
Washington	$127,428,000
Yamhill	$85,160,000
Multnomah	$38,076,000

Cattle & calves	Number
Malheur	200,000
Morrow	105,000
Harney	100,000
Klamath	88,000
Lake	75,000

Hay	Tons
Malheur	380,000
Lake	355,000
Klamath	338,000
Harney	278,000
Baker	202,000

Caneberries	Gross sales
Marion	$14,345,000
Clackamas	$9,300,000
Washington	$5,373,000
Yamhill	$2,287,000
Multnomah	$2,012,000

Potatoes	Cwt
Morrow	7,245,000
Umatilla	6,862,500
Klamath	2,448,000
Baker	1,680,000
Malheur	932,400

Wheat	Bushels
Umatilla	19,086,000
Morrow	7,080,000
Sherman	5,563,000
Gilliam	4,101,000
Wasco	3,615,000

Pears	Tons
Hood River	165,566
Jackson	40,100
Wasco	5,490
Marion	880
Josephine	665

Wine grapes	Tons
Yamhill	9,975
Polk	3,841
Washington	3,479
Marion	3,412
Jackson	2,711

State Agricultural Outreach Plan Appendix 3

Please go to http://oregon.gov/ODA/docs/pdf/pubs/ff.pdf for the most recent update of the Oregon Department of Agriculture's brochure *Oregon Agriculture: Facts and Figures*

2011 Oregon Agricultural Employment Estimates

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AA
Bend MSA	680	690	700	710	720	720	770	740	790	790	760	750	**730**
Eugene MSA	1,950	2,010	2,050	2,110	2,150	2,160	2,270	2,310	2,250	2,170	2,210	2,120	**2,150**
Medford MSA	1,670	1,700	1,620	1,480	1,600	1,700	2,030	1,970	2,670	2,490	1,980	1,720	**1,880**
Portland MSA (Oregon portion)*	11,710	12,350	12,700	13,110	13,410	14,160	18,370	18,590	15,590	14,110	13,370	12,520	**14,170**
Salem MSA	7,520	8,370	8,660	8,930	9,400	10,790	14,770	13,800	12,110	11,010	10,460	8,430	**10,350**
Baker County	530	530	540	560	570	560	550	560	570	660	550	590	**560**
Benton	650	760	790	810	830	830	950	1,020	1,000	1,030	1,310	1,010	**920**
Clatsop	180	170	170	160	170	160	160	160	190	390	530	460	**240**
Columbia	400	420	470	490	480	480	490	500	490	430	410	390	**450**
Coos	450	460	460	460	460	470	480	470	490	510	500	500	**470**
Crook	400	400	400	500	450	450	470	490	470	420	410	390	**440**
Curry	180	190	190	210	220	250	240	230	260	270	210	210	**220**
Douglas	1,140	1,140	1,130	1,150	1,170	1,250	1,770	1,310	1,310	1,320	1,230	1,240	**1,260**
Gilliam	110	110	110	110	110	120	120	140	130	120	120	130	**120**
Grant County	290	270	280	310	310	320	310	320	310	300	300	300	**300**
Harney County	500	500	510	510	510	530	530	540	540	520	520	510	**520**
Hood River	1,840	2,190	2,170	2,100	1,620	2,420	2,980	4,650	4,210	3,610	1,430	1,500	**2,560**
Jefferson	450	500	590	790	700	680	660	670	790	730	630	570	**640**
Josephine	470	490	490	500	520	530	520	520	510	500	490	480	**500**
Klamath	1,230	1,250	1,270	1,500	1,540	1,550	1,550	1,520	1,620	1,950	1,590	1,450	**1,500**
Lake	520	530	550	560	580	590	680	670	610	580	540	530	**580**
Lincoln	210	210	210	220	220	220	210	210	210	210	210	210	**210**
Linn	2,070	2,170	2,220	2,300	2,390	2,420	2,990	3,230	2,950	2,610	2,530	2,170	**2,500**
Malheur County	1,300	1,340	1,370	1,670	2,060	1,930	2,160	2,040	2,060	1,970	1,550	1,370	**1,740**
Morrow	1,030	1,040	1,130	1,180	1,240	1,290	1,490	1,440	1,460	1,380	1,110	1,100	**1,240**
Sherman	140	140	140	140	140	140	140	160	140	140	130	140	**140**
Tillamook	590	590	600	590	600	600	610	620	630	610	610	600	**600**
Umatilla	2,130	2,450	2,690	2,790	2,960	3,430	3,920	4,130	3,550	3,340	2,670	2,210	**3,020**
Union County	500	520	530	560	590	610	730	1,090	650	600	580	550	**630**
Wallowa County	320	320	330	350	360	360	370	370	370	350	330	330	**350**
Wasco	930	970	950	1,050	1,010	1,190	7,880	5,470	1,110	970	940	980	**1,950**
Wheeler	150	140	130	140	140	150	160	150	140	140	140	140	**140**
Statewide	**41,900**	**44,570**	**45,750**	**47,660**	**48,530**	**52,580**	**70,950**	**69,710**	**59,960**	**56,000**	**49,930**	**45,230**	**52,730**

* Portland MSA is comprised of Columbia, Washington, Multnomah, Clackamas, and Yamhill counties.
**statewide figure does not add Columbia county twice (Columbia County included in Portland MSA)
Columns and rows may not add due to rounding
AA = annual average

2011 Benchmark

State Agricultural Outreach Plan - Appendix 4

Labor Intensive – Hand Harvested Crops in Oregon*

Labor Intensive Crop Activities in Oregon	**June** Strawberries, early sweet cherries	**July** Caneberries, early blueberries, cherries garlic, broccoli	**August** vegetables, blue berries, peaches, early pears	**September** Wine grapes, apples, hops, pears, bulbs, vegetables	**October** Apples, cauliflower, wine grapes, vegetables	**November** Christmas tree harvest	**December** Christmas tree harvest
Willamette Valley	X	X	X	X	X	X	X
Benton County	X	X	X	X	X	X	X
Clackmas County	X	X	X	X	X	X	X
Lane County	X	X	X	X	X	X	X
Linn County	X	X	X	X	X	X	X
Marion County	X	X	X	X	X	X	X
Multonomah County	X	X	X	X	X	X	X
Polk County	X	X	X	X	X	X	X
Washington County	X	X	X	X	X	X	X
Yamhill County	X	X	X	X	X	X	X
North Central	X	X	X	X	X	X	X
Hood River County	X	X	X	X	X	X	X
Umatilla County	X	X	X	X	X	X	
Wasco County	X	X	X	X	X	X	X
South Western	X	X	X	X	X	X	X
Douglas County	X	X	X	X	X	X	X
Jackson County	X	X	X	X	X	X	X
South Central		X	X				
Crook County		X	X				
Jefferson County		X	X				
Other Counties	X	X	X	X	X	X	X

*Counties listed are those having a significant amount of hand labor and a total for all crops of at least 1000 harvested acres

State Agricultural Outreach Plan Appendix 5

Employment Services for Migrant and Seasonal Farmworkers

Oregon Employment Department (OED)
A WorkSource Oregon (WSO) partner

To assist farmworkers obtain employment

- In the language they need,
- Through interviews with staff if they need help to or cannot read/write
- Within agriculture,
- Outside of agriculture and,
- As required by federal regulations.

Registering with OED gives a job seeker an advantage in obtaining many jobs where employers ask for the most qualified applicants. A skills matching process provided through the iMatchSkills® (iMs) system connects job seekers to the job listings their skills most closely correspond.

Referrals to available jobs

- Through trained OED staff
- Through 'self-referral' (screening not required by OED staff) (auto-referencia).

Job details in English and Spanish on the internet wherever there is internet access and through computers at OED and WorkSource Oregon partner sites. Jobs listed on the computer include all of the following:

- Jobs that do not require OED staff to screen job-seekers,
- www.EmpleoEnOregon.org is the best way to locate the jobs in Spanish and learn about other services; can also switch from Spanish to English, and
- www.WorkingInOregon.org for jobs and services in English and a second way to get to the information in Spanish.

Job search assistance

- How to make a good first impression when applying or interviewing,
- Advice on filling out a job application so it can be most effective,
- Interview tips for effectively talking about skills and abilities and showing why someone is a great candidate to hire, and
- How to network to find jobs you might not hear about.

Career guidance

- Identifying your skills and interests (what you use in paid work, volunteer work, and everyday living),
- Learning about different kinds of jobs and careers,
- Finding jobs and careers that match your interests and skills (including the skills you'd like to get through education and training), and
- *Carreras/Careers* publication and other career-related information.

Referrals to important services and organizations

- Education and training programs, including WorkSource Oregon partners,
- Child care, legal, housing and community services, and
- Special programs for migrant and seasonal farmworkers, such as Migrant Education, Migrant Head Start (OCDC), HEP and farmworker training (OHDC).

A complaint system exists to address work-related legal problems or problems with WorkSource Oregon programs.

Outreach to tell migrant and seasonal farmworkers about WSO services:

- Visiting labor camps, gathering areas, working areas,
- Making presentations about WSO services to parent groups and others,
- Making presentations about how to look for work, interview, etc, and
- Talking to staff from organizations who work with farmworkers.

All job seekers are asked if they have authorization to work in US as part of the registration process for being referred to jobs which require OED staff to screen for qualified job seekers. Job seekers do not have to register for job referrals prior to talking with a representative about our services, accessing resources and many services in the WorkSource Oregon Centers or to browse for jobs on our websites www.WorkingInOregon.org and www.EmpleoEnOregon.org.

Federal Equal Opportunity obligation and federal obligation to serve job seekers with limited English language skills require the WorkSource Oregon network of programs to at a minimum have access to bilingual staff or interpreters.

For information, our materials and to arrange presentations in Spanish and/or English to staff and/or farmworkers, please contact your local Employment Department office http://findit.emp.state.or.us/offices/ or Fernando Gutierrez, Monitor Advocate for Farmworker Services, (503) 947-1996 or 1-800-237-3710 xt. 71996, Fernando.Gutierrez@state.or.us

State Agricultural Outreach Plan Appendix 6

Labor Market and Job Search Materials to Help Job Seekers and Students

Oregon Employment Department
Spanish and English--and Free of Charge

1. ***CAREERS/CARRERAS* publications**
   A yearly newsprint publication in English and in Spanish with articles on how to decide on a career, different types of careers, training programs, education programs, financial aid, how to look for a job and much more. Also includes advice for parents on helping their children succeed in school and think about future career choices.
   See it on-line:
   English at http://www.qualityinfo.org/pubs/careers/pdf/careers08.pdf
   Spanish at http://www.qualityinfo.org/pubs/spanish/carreras/carreras2008.pdf

   To order copies and by language, at no cost, contact:
   Lmipubs.emp@state.or.us or (503) 947-1204

2. ***Career Activities Guide***
   Various career exploration activities which require exploring various sections of the CAREERS/CARRERAS publication. Both English and Spanish versions.
   See it on-line:
   English at http://www.qualityinfo.org/pubs/careers/guide.pdf
   Spanish at http://www.qualityinfo.org/pubs/spanish/carreras/guide_s.pdf

   To obtain the teacher's answer guide or if you have any questions, contact
   Brenda.P.Turner@state.or.us or (503) 947-1233

3. ***Parent Involvement = Future Success brochures and website***
   Brochures for parents in English and Spanish with guidance on helping their children succeed in school and think about future career choices.
   Website (in English) www.mychildsfuture.org
   See brochures on-line to print in color or black/white on 8 ½ x 11 paper:
   English and Spanish at http://www.mychildsfuture.org/parents/materials.jsp

   To order brochure copies and by language, at no cost, contact:
   Lmipubs.emp@state.or.us or (503) 947-1204

4. ***Education Pays/¡La Educación Paga!* posters in English and Spanish**
   Shows graphically that the more education one has, the higher one's weekly salary is likely to be and the less likelihood there is that one will be unemployed.
   Oversized (12 x 18) and in color
   See it on-line and print in color or black/white on 8 ½ x 11 paper:
   English at http://www.qualityinfo.org/pubs/posters/edpays.pdf
   Spanish at http://www.qualityinfo.org/pubs/posters/s_edpays.pdf

   To order copies and by language, at no cost, contact:
   Lmipubs.emp@state.or.us or (503) 947-1204

5. ***Skills Employers Want!/¡Habilidades que los Empleadores Buscan!* posters**
   Shows graphically the various skills which most employers, regardless of industry, want in their workforce.
   Oversized (12 x 18) and in color
   See it on-line and print in color or black/white on 8 ½ x 11 paper:
   English at http://www.qualityinfo.org/pubs/posters/skills.pdf
   Spanish at http://www.qualityinfo.org/pubs/posters/s_skills.pdf
   To order copies and by language, at no cost, contact:
   Lmipubs.emp@state.or.us or (503) 947-1204

6. ***Occupations in Demand/Empleos en Demanda* brochures**
   See the occupations which are in demand in Oregon, listed by the level of education and training needed for those occupations. Includes 2012 average salary for each occupation.
   See it on-line and print in color or black and white (8 ½ x 11, four sides)
   English at http://www.qualityinfo.org/pubs/demand/sw.pdf
   Spanish at http://www.qualityinfo.org/pubs/demand/sw.pdf

   To order copies and by language, at no cost, contact:
   Lmipubs.emp@state.or.us or (503) 947-1204

7. ***Job Finding Tools/Herramientas para la Búsqueda de Trabajo* brochures**
   Information on how to have an effective job search, write a good cover letter and effective resume, how to have a great job interview and interview follow-up.

8. **Pocket Resume/Curriculum de Bosillo handouts**
   A wallet-size guide for job seekers to have at their fingertips with their own information for the most commonly asked questions on job applications**.**

9. **Job Seeking Solutions That Work/Soluciones Efectivas Para La Búsqueda de Trabajo brochures**
   Types of services and assistance for job seekers available from WorkSource Oregon partners, including at each WorkSource Oregon Employment Department office, are set out to promote and publicize workforce services.

   Items 7, 8 and 9 are available at no cost at local WorkSource Oregon Employment Department offices. Bilingual Spanish/English staff are also there to help job seekers. Invite us to speak with your customers, including at evening meetings and events! We'll bring materials from this handout and about our services for those in attendance.

Information on job search and career exploration is also available in the agency's 'labor market information' website (QualityInfo).
in English at http://www.qualityinfo.org
in Spanish at http://www.qualityinfo.org/olmisj/OlmisZine?zineid=00000019

10. **Job listings from employers looking for employees in any and all parts of Oregon are on the agency's websites.**
    in English at http://www.WorkingInOregon.org
    in Spanish at http://www.EmpleoEnOregon.org

State Agricultural Outreach Plan Appendix 7

PY 12 MSFW and Agricultural Employer Outreach Estimates *

Service Site	MSFW Contacts	Outreach Staff Days	Ag Employers Contacted
Albany	1192	8	6
Corvallis			
Lebanon			
Astoria	15	1	1
St. Helens	0	2.5	4
Tillamook	8	5	1
Beaverton/Hillsboro	1640	32	180
Coos Bay	16	8	2
Brookings/Harbor	680	6	6
Eugene	175	6	8
Florence			
Springfield			
Gresham	930	10	12
Hermiston	545	28	90
Pendleton	204	12	180
Klamath Falls	894	46	44
La Grande	402	6.5	12
Baker City			
Enterprise			
McMinnville	890	11	12
Medford	1200	25	10
Ashland			
Grants Pass			
Newport	23	8	0
Lincoln City			
Ontario	422	18.5	31
Burns			
John Day			
Oregon City	325	10	8
Portland	96	87	0
Redmond	23	15	50
Bend			
Madras			
Prineville			
Roseburg	12	8	12
Salem	1935	151	288
Dallas			
Woodburn			
The Dalles	1745	85	180

*Outreach contacts and time by state office staff will be attributed to local offices where outreach is performed. Contacts through print, radio and TV media, outreach posters and partners are not included. Estimates are provided by the local offices as part of their local agricultural outreach plan.

State Agricultural Outreach Plan Appendix 8

Organizations and Individuals Contacted
Seeking Comments on the PY 2012 Oregon Agricultural Outreach Plan

Adelante Mujeres, Executive Director, Bridget Cooke
Advanced Economic Solutions, Owner, Marin Arreola
Bethel Heights Vinyard, Owner, Pat Dudley
Bienestar, Executive Director, Karen Shawcross
Bienestar, Program Services Director, Gracie Garcia
Blue Mountain Community College, Economic Development, Vice President, Art Hill
Blue Mountain Community College, Small Business Development Center, Instructor, Jose Arias
Catholic Charities, Executive Director, Pietro Ferrari
Centro Cultural, Executive Director, José E Rivera
CASA of Oregon, Executive Director, Peter Hainley
Chemeketa Community College, Coordinator, High School Equivalency Program, Linda Herrera
Columbia Gorge Growers Shippers, Executive Director, Jean Godfrey
Duckwall Pooley Fruit Company, Human Resources Director, Kathleen Nishimoto
Job Growers Incorporated, Executive Director, Pat Grose
Farmworker Housing Development Corporation, Executive Director, Roberto Jimenez
Fisher Farms, Owner, Bob Terry
Fisher Farms, General Manager, John Coulter
Forest Grove School District, Hispanic Family Liaison, Anabelle Vargas-Fierro
Lower Columbia Hispanic Council, Executive Director, Norma Hernández
Idaho-Eastern Oregon Onion Committee, Staff to the committee
Idaho-Eastern Oregon Potato Committee, Staff to the committee
Imperial Stock Ranch, Owner, Dan Carver
Interface Network Inc., President, Ester Puentes
Legal Aid Services of Oregon, Farmworker Program Statewide Director, Janice Morgan
Legal Aid Services of Oregon, Attorney, Laurie Hoefer
Lutheran Family Services, Portland, Norene Golpen
Metropolitan Hispanic Chamber of Commerce, Executive Director, Gale Castillo
Migrant Education Service Center, Salem, Director, Antonio Ramos
Northwest Workers Justice Project, Portland, Dale Michael
Oregon Association of Nurseries, Wilsonville Executive Director, Jeff Stone
Oregon Bureau of Labor and Industries, Farm-Forest Labor Unit, Manager, Gerhard Taeubel
Oregon Child Development Corporation, Statewide Director, Donalda Dodson
Oregon Department of Agriculture, Director, Katy Coba
Oregon Department of Agriculture, Special Assistant to the Director, Brent Searle
Oregon Department of Consumer and Business Services, Oregon OSHA, Salem Administrator, Michael Wood
Oregon Department of Consumer and Business Services, Multicultural Communications Program, Coordinator, Ruth Kemmy
Oregon Department of Consumer and Business Services, Financial and Insurance Fraud, Fernando Velez
Oregon Department of Housing and Community Services, Resident Services Programs, Coordinator, Roberto Franco
Oregon Department of Justice, Consumer Protection Division, Public Affairs Office, Tony Green
Oregon Department of Community Colleges and Workforce Development, Workforce Division, Karen Humelbaugh
Oregon Farm Bureau, State President, and Nursery Owner, Barry Bushue

Oregon Farm Bureau, Director of Governmental Affairs, Katie Fast
Oregon Hops Commission, Member/Staff to the commission
Oregon Human Development Corporation, Executive Director, Ron Hauge
Oregon Human Development Corporation, Operations Director, Martin Campos-Davis
Oregon Law Center, Farmworker Program, Statewide Director, Nargess Shadbeh
Oregon Law Center, Farmworker Office, Managing Attorney, Mark Wilk
Pacific Northwest Christmas Tree Association, Staff Member, Kari Ostlund
Pacific Northwest Vegetable Association, Staff to the Association
Pineros y Campesinos Unidos del Noroeste, President, Ramon Ramirez
Pineros y Campesinos Unidos del Noroeste, Vice President, Larry Kleinman
State of Oregon Governor's Office, Affirmative Action Officer, Frank Garcia
State of Oregon Governor's Office, Workforce Policy Advisor, Agnes Balassa
Tuality Hospital, Salud Outreach Program, Director, Cece Clitheroe
US Department of Labor, Wage and Hour Division, Portland District Office, Karen Clark
Umpqua Valley Winegrowers Association, Staff to the Association, Carol Streimikes
United Farm Workers of America, International Director for Guestworker Program, Erik Nicholson
University of Oregon, High School Equivalency Program, Executive Director, Joel Montemayor
Windy River Land Company, Owner, Bob Levy

State Agricultural Outreach Plan Appendix 9

Comments made by Organizations and Individuals Contacted Seeking Comments on the PY 2012 Oregon Agricultural Outreach Plan

Comment #1:

From: "Andrew McGough" amcgough@worksystems.org
To: BOOKER, James H
RE: 2012-2013 Oregon Agricultural Outreach Plan
Date: 6-29-12

Hi Jim,

Thanks for the opportunity to comment on the Agricultural Outreach Plan (AOP). While I haven't gone through the plan with a fine tooth comb, I do have a couple of initial questions/comments for your consideration. First, can you help me understand how this plan relates to the workforce planning process being undertaken by the Governor and the Oregon Workforce Investment Board? The AOP references "Oregon's Integrated Workforce Plan," can you explain what that is or, better yet, provide a copy?

It seems like this is primarily an outreach plan, but there are also a lot of services discussed as well. How are AOP services integrated with the WorkSource system? Do customers follow the same flow? There are references to things like "initial standardized skill assessment, skill enhancement products, referral to WIA services, and employer services." Are these the same products available through the WorkSource system or are they different? What is the "workforce integration project?"

I'm curious how FTE decisions were made - in terms of total numbers for the State, for the regions, then where folks are located within the region. It seems like all region's get FTE to do outreach. How are those numbers determined and how do they correlate to the number of workers and or jobs? Then the document talks about Employer Outreach Estimates. What does that service entail? The Metro area accounts for 27% of the jobs (and I assume workers), but I can't tell how that number/volume is factored into the assignments - or not. As I read the document, Beaverton/Hillsboro gets one FTE assigned to make 1,640 contacts, Gresham 1 FTE for 930 and Central Portland 1 FTE for 96. Maybe I'm reading this wrong? If not, it seems a little askew and doesn't account for the Tualatin and SE WorkSource Centers. Can you help me out on the decision making behind the assignments?

Thanks again for the opportunity to comment. I look forward to hearing back from you.

Best,

Andrew

Comment #2:

OHDC
OREGON HUMAN DEVELOPMENT CORPORATION

Central Office
9600 S.W. Oak Street
Suite 565
Tigard, Oregon 97223
Tel (503) 245-2600
Fax (503) 245-9602

Regional Service Offices

334 S.E. 5th Avenue
Hillsboro, Oregon 97123
Tel (503) 640-5496
Tel (503) 352-4761
Fax (503) 844-6585

8194 S.W. Durham Road
Tigard, Oregon 97224
Tel (503) 336-0250
Fax (503) 430-5909

120 E. Lincoln Street
Suite 125
Woodburn, Oregon 97071
Tel (503) 982-5100
Fax (503) 980-6789

531 S. 6th Street
Klamath Falls, Oregon 97601
Tel (541) 883-7186
Fax (541) 883-8053

1100 E. Marina Way
Suite 102
Hood River, Oregon 97031
Tel (541) 386-0333
Fax (541) 436-0675

955 S.E. Fourth Street
Suite A
Hermiston, Oregon 97838
Tel (541) 564-5687
Fax (541) 564-1330

1076 S.W. 4th Avenue
Ontario, Oregon 97914
Tel (541) 881-1491
Fax (541) 881-8592

301 N.E. Roberts
Gresham, Oregon 97030
Tel (503) 666-3009
Fax (503) 492-8463

www.ohdc.org

August 14, 2012

Mr. Jim Booker
Federal Programs Manager
Business & Employment Service Programs
Oregon Employment Department
875 Union Street NE
Salem, Oregon 97311

Dear Jim,

I want to thank you for the opportunity to review and comment on the Oregon Employment Department's 2012 – 2013 Agricultural Outreach Plan. As you know, Oregon Human Development Corporation (OHDC) is the WIA 167 National Farmworker Jobs Program (NFJP) grantee for the state of Oregon and has been charged by the Department of Labor to review the Plan and offer comments and suggestions. Accordingly, the following comments and suggestions are provided in the spirit of enhancing service levels, services, and outcomes for Oregon's migrant and seasonal farmworkers (MSFWs).

Comments and Suggestions

- The chart on page 11 is confusing/misleading regarding the total FTE assigned to MSFW outreach. The second column in the chart shows a total of 26 FTE assigned, but the total number of hours (11,266) calculates to a total of 5.42 FTE. OHDC recommends that the chart be edited to more clearly represent the planned level of dedicated staffing.

- The chart on page 11 shows 433 hours of outreach for every office regardless of the number of farmworkers in each office's service territory. OHDC does not understand the rationale for this FTE uniformity, especially given the wide variances of agricultural employment estimates displayed in Appendix 3. The uniform deployment of outreach FTE suggests that some offices will be significantly overstaffed and others will be significantly understaffed relative to the actual local MSFW population. OHDC recommends reconsideration of the FTE uniformity so that FTE allocation has a more direct relationship with the actual numbers of MSFWs in different locations, especially in the MSFW significant local offices. It seems that such a change would significantly increase the number of MSFWs benefitting from Oregon's workforce system.

- Also related to the FTE distribution and utilization, it is important to ensure that all designated MSFW outreach FTE is being used for this purpose. Outreach workers need to put in at least the number of planned hours on

MSFW specific outreach. If it is not already being tracked and recorded separately, OHDC recommends that OED measure MSFW outreach staff time as part of local performance accountability for each office's MSFW outreach outcomes.

- OHDC recommends that OED provide OHDC's NFJP staff complete access to iMatchSkills so NFJP staff can provide direct job referrals for NFJP participants (without having to make an indirect referral via OED staff). This will create efficiencies as well as better "one stop" customer service for Oregon's MSFW workforce customers.

- OHDC recommends that local OED staff develop more formal collaboration with NFJP staff to better serve MSFWs in OHDC's seven office locations: Hillsboro, Woodburn, Klamath Falls, Ontario, Hermiston, Hood River, and Gresham. Currently, collaboration varies by location, but could be improved if given more emphasis/priority by state level OED management.

- OHDC's experience over the years is that very few workforce employees understand the origins and details of mandated workforce services for MSFWs. Accordingly, OHDC recommends that OED require training for state and local managers, and front-line staff regarding the Judge Ritchie court order and associated federal rules and regulations. OHDC believes that such training will promote a better understanding of the workforce system's responsibilities to MSFWs, which will lead to better performance and service outcomes for MSFWs.

- Finally, just a small factual correction on page 6: OHDC's 2012-2013 NFJP annual plan is to enroll **300** MSFWs (not 345), with **170** entered employment exits (not 180).

In closing, I would like to note that based on OHDC's 30+ years of providing MSFW workforce services it is most important for central management to set clear goals and objectives and hold local managers accountable for meeting specific MSFW service and outcome goals. Without such "top-down" buy in and commitment local offices may not understand the importance or need to provide the extra effort necessary to identify and appropriately serve MSFWs.

OHDC stands ready to collaborate with OED to generate the best array of coordinated workforce services for Oregon's MSFWs. Please feel free to contact me at 503-245-2600 ext. 202 or rhauge@ohdc.org regarding further collaboration or partnership development.

Regards,

Ronald J. Hauge
Executive Director

Comment #3:

Legal Aid Services of Oregon

Servicios Legales de Oregon para Campesinos

Farmworkers' Office

397 N. First Street
Woodburn, Oregon 97071

Phone: (503) 981-5291
Fax: (503) 981-5292

BY ELECTRONIC MAIL: James.H.Booker@state.or.us

August 15, 2012

Jim Booker, Federal Programs Manager
Oregon Employment Department
875 Union Street NE
Salem, OR 97311

RE: Comments on 2012-2013 Oregon Agricultural Outreach Plan

Dear Mr. Booker:

Legal Aid Services of Oregon ("LASO") and the Oregon Law Center ("OLC") are non-profit organizations that provide free legal services to low-income Oregonians in a variety of civil legal matters. The LASO and OLC farmworker programs represent agricultural workers in employment, housing, and other legal matters, and conduct extensive outreach and community education programs for farmworkers throughout the state of Oregon.

We submit the following comments regarding 2012-2013 Agricultural Outreach Plan: Employment Services for Oregon's Farmworkers and Agricultural Employers ("the plan"). We appreciate the department's thoughtfulness in developing this plan and support the overall objectives of the plan. We make the following suggestions to make certain areas more specific and to emphasize work relating to outreach to domestic workers for H-2A job listings.

SERVING LIMITED ENGLISH CUSTOMERS

We appreciate the plan's emphasis on methods of providing access to services for non-English speaking customers, and that many farmworkers will need one-on-one attention. However, much of the focus seems to be directing customers to use the WSOED computer job match system. In our experience, many farmworkers lack basic literacy skills. Even if they were to learn to use the computer, their ability to use the computer would be limited due to their low literacy skills. WSOED staff should ensure that farmworkers are provided services based upon their individual skills. The plan should specify that before asking a farmworker customer to use a computer or learn to use the computer to access WSOED services that WSOED staff will first determine whether the farmworker has the basic skills to use the computer or to learn how to use the computer. WSOED staff should consider barriers such as literacy, educational levels or other barriers to computer use as an effective tool in their evaluation. Staff should be instructed that farmworkers who do not have the basic skills to use a computer or to learn to use a computer should be given information verbally on a one-to-one or small group basis. The plan should include direction that staff should tell workers what listings are available that match their skills, should assist in filling out applications, if necessary, and should assist worker to contact the

potential employer or set up an interview. All WSOED staff should be trained on this protocol to ensure that farmworkers who come to a WorkSource Oregon office but who do not have basic skills to use a computer are not just referred to a computer when they arrive. Finally, the plan states the "MSFW's who are not fluent in English receive interviews with staff for registration and referral." Before resorting to use of interpreter services, staff should first make every effort to pair the customer with OED staff who is bilingual in the customer's language to the extent that can be done without undue delay in service delivery.

We appreciate the plan's recognition that many farmworkers speak indigenous languages as their first language. However, the plan fails to detail how staff will serve such workers. Staff should be trained on identifying farmworkers who may speak Spanish a little but whose first language and perhaps only fluent language is indigenous. In the office, if a workers' first language is an indigenous language and the worker does not speak English or Spanish well, staff should consider using interpreter services in the indigenous language indicated.

The plan also states that outreach will be done to labor camps and at public meetings and events. There will be many workers speaking indigenous languages in these settings. These are situations in which interpreter services are difficult to use. The department should hire staff who speak indigenous languages. As an alternative, the department should consider hiring part-time staff to conduct such outreach. As MSFW staff vacancies are filled, additional Spanish and indigenous language speakers should be hired.

H-2A and H-2B EMPLOYMENT LISTINGS

Our organization is especially interested in the outreach to farmworkers in regards to H-2A and H-2B employment listings. We believe there are sufficient domestic workers to fill most of those job positions. Oregon Employment Department's efforts to conduct outreach to domestic workers regarding these positions are critical. We ask for the plan to further highlight the absolute entitlement that qualified domestic workers have to be placed in H-2A and H-2B jobs. All WSOED staff serving farmworkers should be trained in regards to the special rights domestic workers have regarding those positions and the department's specific legal requirements. Due to the entitlement qualified domestic workers have, we ask that WSOED raise its goals in regards to making successful referrals of domestic workers to those jobs.

We appreciate the plan's direction that there be enhanced outreach regarding H-2A positions and that staff actively assist domestic job seekers to apply for and obtain these positions (see p. 12 - 13). We request that the plan include more detail in regards to how staff will provide such assistance. The plan should include the use of radio specifically to advertise H-2A and H-2B job listings at key periods before the work begins. The plan should include doing special mailings such as flyers or letters in English and Spanish to registered farmworker customers explaining in simple language the availability of H-2A and H-2B listings with correct job information, including the dates of recruitment period. These should also be distributed at local offices and through community partners. As your plan recognizes the importance of one-on-one outreach, staff should contact farmworkers individually looking for jobs about H-2A openings. Staff should help farmworker customers fill out applications, if necessary, and set up interviews. Staff should contact each farmworker referred to an H-2A or H-2B listing to determine the outcome of each referral.

To ensure thorough and prompt dissemination of information related to job opportunities, local offices should periodically request that local organizations serving farmworkers review the Department's lists for corrections, and to seek help in identifying other organizations to whom job information should be distributed. Staff should conduct outreach to each labor camp with H-2A workers at least once per year.

MSFW STAFFING

We are concerned about the MSFW staffing allocations. Comparison of staff allocations in geographical areas of greatest need and the actual anticipated outreach contacts (Appendix 7 on page 25) suggest that the FTE's assigned are not proportional to the need. Of the five most significant MSFW offices(which include smaller critical offices such as Woodburn) Albany, Beaverton, Salem, The Dalles, and Medford, only Redmond, Salem and The Dalles have 2 FTE positions. The other offices all have 1 FTE although the populations of farmworkers vary widely. For example, Coos Bay has one FTE to make 16 farmworker contacts, while Salem (including Woodburn) has two to serve 1935 MSFW contacts. We ask you to allocate staff more proportionate to the need in each geographic area.

The plan states that Wagner-Peyser funds will pay for 11,266 hours in outreach across the state and that WSOED's MSFW representatives will be available at least 50% of the time during the peak season (p. 13). However, the plan is not clear on how these hours will be used and who will make sure that these hours are used to serve farmworkers. The total number of outreach hours listed in Appendix 7 is 4716. However other than these specifically designated hours, it is unclear how the remaining 6550 hours will be spent serving farmworkers and who directs how those hours will be spent. The plan does not make clear how hours serving farmworkers are kept distinct from those serving the general population at WorkSource Oregon sites. We ask you to clarify the direction given to each MSFW as to how and when to spend the outreach hours designated to serve farmworkers.

Thank you for giving us the opportunity to provide comments on the Employment Department's plan. We look forward to continuing to work together to improve farmworkers' employment opportunities throughout Oregon. If you have any questions or need additional information, please contact me at (503) 981-5291 or laurie.hoefer@lasoregon.org.

Sincerely,

LEGAL AID SERVICES OF OREGON

Laurie Hoefer
Farmworker Program Director

OREGON LAW CENTER

Mark Wilk
Farmworker Program Managing Attorney

LASO-OLC Comments on 2012-2013 Oregon Agricultural Outreach Plan - Page 3

Comment #4:

From: Brent Searle
To: BOOKER, James H
RE: 2012-2013 Oregon Agricultural Outreach Plan
Date: 7-13-12

Hi James and Fernando,
I've read the WSOED Ag Outreach Plan and want to say you have done a good job summarizing the issues, context, and statistics.

I would note that the bulk of the work for the 26 FTE involved in farmworker outreach and workforce efforts are geared toward the farmworkers. But unless employers are involved and see the benefits of the system, they won't use the services and the jobs won't be found there for potential workers.

The section on outreach to employers is good, but in the final summary, signed by Fernando, any reference to employers is absent:

"The key ingredients to success for MSFWs in PY12 are:
* To assure WSOED's MSFW representatives are available at least 50% of the time during the peak season for farmworkers to promote the full range of job services available,
* Conduct especially vigorous outreach to farmworker communities to make MSFWs aware of educational and partner services and,
* Work closely with partners like the Workforce Investment Act, National Farmworkers Jobs Program and Community Colleges and Workforce Development to enable MSFWs to realize their full potential in non-agricultural jobs.
Fernando Gutierrez"

I would recommend including a bullet in the "key ingredients for success" along the lines of working closely with agriculture employers to showcase the services available and to help agriculture employers with system use and ensuring qualified workers are screened for applications. Also, some emphasis on efficiency and efficacy of the H-2A process would be nice to see in the key ingredients.

In sum, the success of the services of WSOED revolve around jobs. As the different labor-intensive ag sectors recover, and as other sectors grow, more jobs will be created. For those jobs to be included in the WorkSource Oregon listings the employers must be convinced it is THE service outlet to use for recruiting or listing openings. More of an emphasis on that in the report would be helpful, in my view.

Hope that helps.
Best regards,
Brent Searle
OR Dept. of Agriculture

Response to Comments:

All comments are appreciated, and were carefully considered and, where appropriate, changes were made to the Oregon Agricultural Outreach Plan.

Services to Employers:

How Oregon will coordinate efforts of the multiple programs included in the plan to meet the needs of business customers of the One-Stop system in an integrated fashion, such as hiring plans, training needs, skill development, or other identified needs. How Oregon will use program funds to expand the participation of business in the statewide workforce investment system. (WIA Sections 111(d)(2), 112(a), 112(b)(8), 112(b)(10), W-P Section 8, 20 CFR 661.205(b)(1).)

The Oregon Workforce Investment Board, which is a business majority board with oversight for the statewide system, is charged with identifying and addressing business needs. The OWIB recently completed a new strategic plan entitled *Oregon at Work*. In this, the OWIB has committed to a stronger alignment of local WIB plans to the OWIB's strategic plan, and has strengthened is efforts to monitor the achievement of outcomes spelled out in the plan.

At the local level, the local boards are business majority boards and, like the OWIB, function to identify and address business needs. Local boards have processes in place, such as strategic planning and continual review and updating of strategies to assure business involvement and to assure business needs are met for the benefit of local communities. WorkSource partners work collaboratively to identify key industries in their local areas, and then target services accordingly. The OWIB Strategic Plan identified the use of "sector strategies" as the approach that will guide the allocation of resources to assist employers and support job local and regional job growth. This approach ensures efforts are connecting to industries and job opportunities that are vital to Oregon communities.

Oregon utilizes an integrated service delivery model to better meet the needs of the business community. The integration reaches beyond Title 1B and Wagner - Peyser to include other partners that offer business services, such as community college and economic development partners. This service delivery model promotes collaboration across partnerships regardless of governmental, geographic or physical boundaries. Where practical and supported by good business decisions, co-location has occurred. The integrated delivery of business services is not considered optional: it's required.

Further meeting business needs are OED's Regional Economists located in several WorkSource offices who provide research and labor market information to local business and organizations such as Chambers of Commerce, business councils, trade or industry associations, and economic development entitles.

Lastly, Oregon Employer Councils (OECs) provide significant opportunities for employer engagement by offering workshops and training for local employers. OECs also provide guidance and feedback on ways to improve services to business through the labor exchange or other functions of the state workforce system.

Local board staff and business service staff in one stop centers consistently refine approaches to the business community to ensure that businesses are aware of the services available, and are aware of the opportunities that services provide. Local programs include business members on a variety of workgroups and have adopted a continuous improvement mechanism in their delivery

of business services. One outcome of the OWIB Strategic Plan is the use of the National Career Readiness Certificate (NCRC) for use by both job seekers to identify and certify their skills in reading, math, and locating information and by businesses who used the NCRC as a preferred qualification when seeking new employees. To further support this initiative, staff from WorkSource Oregon along with partners in Economic Development and the Oregon Department of Education are developing Oregon's approach to use of the Certified Work Ready Communities model which supports new, emerging, and expanding businesses through use of the NCRC.

Co-location and integrated service delivery efforts are designed to offer smoother service delivery and increased integration while generating greater service options for business customers. Collaboration between all workforce system partners is required to ensure the broadest possible service options are made available to the business community. WorkSource Oregon uses iMatchSkills, a state-of-the-art web-based job-matching system, greatly expanding the service delivery options for employers. Through iMatchSkills, employers can set up an account online, post job listings 24/7, match to qualified candidates in the system and contact the job seeker directly in most cases.

The Oregon Employment Department (OED) maintains the Work Opportunity Tax Credit (WOTC) program as an important service to businesses. The WOTC supports the reemployment of customers with specific barriers to employment. Due to limited federal funding and an ongoing increase in the number of applications from employers for WOTC certification of their new hires, the program has experienced an increasing back-log in certifying applications. OED has identified the electronic automation of the WOTC application and certification process as one of its two highest priorities for technology projects in the near term. Staff have worked with other states who have already automated their WOTC systems, and those states have indicated their willingness to share their IT programming with Oregon. This will significantly speed up and decrease the costs associated with automating WOTC for Oregon employers. The effort should make a marked improvement in the ability to put federal tax credits back in the hands of employers more quickly, potentially providing employers more resources to increase their hiring.

<u>(Optional) WIA Waiver Requests</u>: States wanting to request waivers as part of their Operational Plan submission must attach a waiver plan, as required by 20 CFR 661.420(c), that includes the following information for each waiver requested:

- **Statutory and/or regulatory requirements for which a waiver is requested.**
- **A description of the actions the state or local area has undertaken to remove state or local statutory or regulatory barriers.**
- **A description of the goals of the waiver, how those goals relate to Integrated Workforce Plan goals, and expected programmatic outcomes if the waiver is granted.**
- **A description of individuals impacted by the waiver.**
- **A description of the processes used to monitor implementation, provide notice to any local workforce investment board affected by the waiver, provide affected local workforce investment boards an opportunity to comment on the waiver request, and ensure meaningful public comment, including comment from business and labor.**

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waiver to Permit the State to Replace the WIA Measures with the Common Measures

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 136(b), and (c)(1), along with accompanying regulations at 20 CFR 666.100(a) and 666.300(a) specify the state and local performance measures currently required for WIA Title IB programs.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. Oregon is currently granted this waiver through December 31, 2012.

3. Goals and expected programmatic outcomes of waiver

The goal of this waiver request is to allow Oregon to replace the 17 performance measures under WIA Section 136b with the common measures.

Under this waiver, Oregon will no longer negotiate and report to ETA on the following WIA measures: WIA adult and dislocated worker credential rates; participant and employer customer satisfaction; older youth measures; and younger youth measures.

Oregon will use the three adult common performance measures to negotiate goals and report outcomes for the WIA Adult and WIA Dislocated Worker programs. Oregon will use the three youth common performance measures to negotiate goals and report outcomes for the WIA Youth program. Workforce Investment Act Standardized Record Data system (WIASRD) item 619, Type of Recognized Credential, will be completed for each individual as appropriate, regardless of this waiver to report on common performance measure outcomes only.

As an existing waiver, the simplified performance management and reporting across systems allowed by this waiver has been instrumental in Oregon's developing a fully integrated workforce system. Oregon has identified several objectives under this waiver, including:

- Simplified integrated system-wide performance accountability
- Commonality across workforce development programs
- Simplified and streamlined performance measurement system

- More demand-driven system, governed by business-led Workforce Investment Boards (WIBs) who better understand the measures
- Standardization of participant-performance assessment
- Clear and understandable baseline to develop information regarding use of funds and ROI
- More useful program management tool
- Customer-driven instead of program-driven outcomes
- Better service coordination and information sharing among programs

It is expected that the adoption of Common Measures will ultimately lead to enhanced performance outcomes for WIA Title IB and other programs that become involved in the 'Common Measures' system due to many factors including program integration and alignment facilitated by the revised performance system.

Oregon will:

- Track the outcomes of participants who use the Oregon workforce system;
- Focus attention on critical success factors which will enable programmatic changes to improve performance; and
- Allow the Oregon workforce system to establish current baseline performance and communicate progress against stated goals and objectives.

4. Individuals impacted by the waiver

The efficiencies gained through use of the waiver will impact all customers of the workforce system by reducing duplication, tracking, and reporting, thus increase the funds available for service provision. Oregon workforce partners, including state agencies, Local Workforce Investment Boards and service providers, will ultimately be impacted positively.

5. Process for monitoring progress in implementation

The Department of Community Colleges and Workforce Development (CCWD) and the Oregon Employment Department will share the role of waiver implementation. Most of the DOL programs are located in these two agencies. CCWD and OED have a history of working collaboratively; and while this waiver is for WIA Title IB performance only, this waiver will increase the level of collaboration and integration. The two agencies will implement and monitor the progress of waiver implementation by providing a means for reports on the impact on the number of individuals served and the performance results achieved following the adoption of Common Measures. It is also important to note that CCWD and OED are integrated with other partner systems which enable us to monitor and report the measures as well as allowing the system to track and manage activity. CCWD will also monitor the implementation of the waiver through feedback from the local level. Other venues will also be used to address issues arising from the implementation process.

CCWD issues performance reports to each Local Workforce Investment Area (LWIA) for their information and analysis. If a LWIA fails to meet the levels of performance agreed to for the core indicators of performance for a program in any year, a corrective action plan may be required. Technical assistance may be provided to LWIAs that need to improve through training sessions, assistance in the development of a performance improvement plan, or referral to peer-to-peer technical assistance.

6. Notice to Affected Local Boards and Public Comment

The Oregon Workforce Partnership, an association which represents the seven Local Workforce Investment Boards asked the State of Oregon to seek a waiver of the WIA mandated performance measures in order to focus on the Common Measures being implemented by the US Department of Labor. The LWIAs need to focus on a distinct, manageable set of performance measures to ensure achievement of outcomes as paramount importance in their service delivery design and implementation.

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waive Time Limit on Initial Eligibility for Approved Providers

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 122 (c)(5) and 20 CFR 663.530 provision that prescribes a time limit on the period of initial eligibility for training providers.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. This represents an extension of a current waiver granted through December 31, 2012.

3. Goals and expected programmatic outcomes of waiver

Oregon is requesting a waiver to postpone the determination of subsequent eligibility of training providers, and is requesting the ability to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Oregon's Commitment to Maintaining a Robust and Diverse Eligible Training Provider List
Oregon is committed to maintaining a quality verified list of training providers, from which customers can make informed choices about their training. Oregon has a web-based consumer report card with performance and cost information from training providers, which is accessible for WorkSource Oregon one stop customers.

Because of Oregon's commitment to the concept, we have a very robust and diverse Eligible Training Provider List (ETPL). There are currently 982 training programs on our list. This is an impressive number for a small state with large rural areas where there are few training providers.

Oregon has maintained the programs and providers on the list largely because Oregon as a state has assumed the majority of the data collection burden for the training providers. The state made the commitment to collect the required performance data at the state level through existing data and reporting systems. As a result, the training providers must collect social security numbers and training completion information for the students in each program, but the state in turn uses existing data systems and reports to compile the data necessary to compute the performance of the providers. For example, to verify the data for the employment-related measures, Oregon has chosen to use the Unemployment Insurance (UI) data record, rather than to require providers to

gather the data themselves. This is in contracts to many other states where providers have withdrawn their programs from the ETPL because of the burden of data gathering and reporting.

Oregon took this approach to maintain the flexibility and customer choice necessary to provide quality training opportunities for participants. Taking this approach has placed an immense data development and coordination task onto the state itself, rather than requiring each individual provider to compile the data.

Need for Waiver

Although Oregon is committed to maintaining an extensive list and a comprehensive consumer report card, Oregon needs to be able to postpone the determination of subsequent eligibility of training providers. Oregon will provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers. Specific problems are related to the implementation of an effective subsequent eligibility process because of a lack of consistent accurate data:

- There are five categories of training programs on Oregon's ETPL. These are community colleges, private career schools, independent colleges and degree-granting institutions, the university system, and apprenticeship programs. Each of these types of intitutions has its own separate data reporting system. Most report only annually, and not on the same schedules. Many are self-reported, non-verified reports.
- The Attorney General of Oregon has ruled that specific language be used for individual voluntary release of information to allow the use of social security numbers (SSN) for WIA data purposes. Not all training providers in the state are currently using the approved language.
- There is a lag time in UI data reporting that results in not being able to match any of the student records for training completers. Employers submit UI wage data for a given quarter during the subsequent two full quarters after that quarter's end, and to obtain a reliable employment rate or average wage for a given quarter, it is necessary to wait until after the close of the second quarter following the quarter of interest. Several weeks of processing time are the minimum necessary to ensure accurate reporting, which requires additional time beyond that needed to determine subsequent eligibility.
- Oregon continues to struggle with the applicability of the "all students" data we are able to access for the performance measures for subsequent eligibility. Requiring "all students' data reporting at this time will result in providers and programs asking to be removed from the list.

In short, the above circumstances mean that Oregon does not have good data for all seven required performance measures, from all providers, within the time frame needed to be able to determine subsequent eligibility prior to the period when initial eligibility expires. This could likely leave Oregon out of compliance with the Act.

4. Individuals impacted by the waiver

All stakeholders and customers involved in WIA Training Services will be positively impacted by the waiver. This includes customers eligible for and ITA, training providers, and Local Workforce Investment Boards.

5. Process for monitoring progress in implementation

The Commissioner of the Oregon Department of Community Colleges and Workforce Development and staff will monitor progress on the goals and timeline. In addition, the Oregon Workforce Investment Board (OWIB, the State WIB) receives periodic reports on progress made regarding the ETPL.

6. Notice to Affected Local Boards and Public Comment

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Permit Local Areas to Use a Portion of Funds for Incumbent Worker Training

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 134(a) limiting the provision of incumbent worker training to the 15% Statewide Activities funds.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. This represents an extension of a current waiver granted through December 31, 2012.

3. Goals and expected programmatic outcomes of waiver

This waiver is requested to permit local areas to conduct allowable statewide activities as defined under WIA Section 134(a)(3) with local WIA formula funding, specifically incumbent worker training.

Under this waiver, Oregon is requesting to allow local areas to use up to 10 percent of local Dislocated Worker funds and up to 10 percent of local Adult funds for incumbent worker training only as part of a layoff aversion strategy. Use of Adult funds will be restricted to serving lower income adults under this waiver. Oregon believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system

Oregon believes limiting incumbent worker training to the specified level and requiring it to be part of layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system. All training delivered under this waiver will be restricted to skill attainment activities supporting layoff aversion. Local areas will continue to conduct the required local employment and training activities at WIA Section 134(d), and Oregon will report performance outcomes for any individual served under this waiver in the Workforce investment Act Standardized Record Data System (WIASRD), field 309. Oregon will follow policy guidance related to implementation of this waiver founding in TEGL No. 26-09, Section 7A, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff

Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion using a Waiver."

This waiver results in local boards being able to use all or a portion of formula funding for incumbent worker training, allowing greater flexibility in meeting the needs of targeted sectors and incumbent workers. It enhances the ability of local Workforce Investment Boards to improve job retention, avoid layoffs and increase the competitiveness of sectors targeted in local areas.

4. Individuals impacted by the waiver

This waiver will impact participating employers and incumbent workers. The flexibility provided encourages Local Workforce Boards to increase their services to business and workers, and be better able to engage in layoff aversion strategies.

5. Process for monitoring progress in implementation

The State and Local Areas will monitor the process of the waiver through quarterly programmatic and fiscal reviews and reports. Data for the following will be collected and reported:

- Number of program participants;
- Number of program participants who completed training;
- Type of training provided;
- Length of training provided
- Number of program participants who received a credential or certificate;
- Program participants wage gain at completion of training and six months after completion; and
- Number of participants whose job classification changed or skills were upgraded.

6. Notice to Affected Local Boards and Public Comment

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Permit a Portion of Rapid Response Funding to be Used for Incumbent Worker Training

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- CFR 665.320(d)(2), for funds reserved for allowable estate activities under WIA Section 133 (a)(2), up to 20 percent of the state set-aside Rapid Response funds to be used for the purposes of the funds reserved under WIA Section 128(a)(2).

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. The state follows the federal rules. In the past, Oregon did what it could in budgeting the Employer Workforce Training Funds to minimize Rapid Response in the fund and maximize the Governor's Reserve in the fund. At the present time, there are no Governor's Reserve 10% funds to budget for the fund, so the program is currently not offered. However, recent Congressional discussions make it seem probable that the 10% funds will be at least partially restored. Accordingly, Oregon is requesting the waiver to have it ready for when the 10% funding is available. This request represents an extension of a current waiver granted through December 31, 2012.

3. Goals and expected programmatic outcomes of waiver

Oregon is requesting a waiver to use up to 20 percent of rapid response funds for incumbent worker training only as part of a layoff aversion strategy. Oregon believes limiting incumbent worker training to layoff aversion is the best use of funds in the current economic climate where serving unemployed workers is a paramount responsibility of the workforce system.

All training delivered under this waiver will be restricted to skill attainment activities. Oregon will report performance outcomes for any incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 209. Oregon will follow policy guidance related to implementation of this waiver, as found in TEGL No. 26-09, Section 7, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver."

Oregon's Incumbent Worker Training Strategy

Oregon's incumbent worker training program, a Governor's initiative called the Employer Workforce Training Fund, is made up of Governor's reserve (known as 15%) funds and state set-aside Rapid Response (known as 25%) funds.

Originally, Oregon distributed both funding streams to Workforce Response Teams in Oregon's 15 workforce regions to carry out incumbent worker training projects, tied to demand in their regional economies. The state had to instruct the teams' regional fiscal agents to keep the funds and their allowable uses separate.

Before the waiver was received, the local Workforce Response Teams (WRT's) had to maintain the two funds separately in their contracts with businesses. Because the rapid response funds could not be used for direct training, we called them "Capacity-Building Funds." These funds could be used for any of the costs associated with the program except training, such as employer needs assessments, curriculum development, consortium building, etc. The statewide activities funds, because they could be used for training (as well as the other activities), we called "Training Funds." Having the two funding streams was confusing, cumbersome, and difficult to explain to businesses.

This was a cumbersome process that was incomprehensible to business, and it limited the ability of local program operators to direct funds where most needed, and diminished the numbers of incumbent workers who could receive training.

The waiver eliminated the barriers created when using two types of funding with different allowable uses to develop projects with business. These barriers include limitations on the numbers to be trained, the difficulty of tying the rapid response funding to training projects, the administrative difficulties of separately tracking the two funding sources and their allowable uses, and the difficulties of making the complexities of the funding transparent to business.

This waiver was originally requested to simplify the process of using two funds for incumbent worker training. It increased the amount available for the direct training of incumbent workers and simplified the program for participating employers. We asked for a transfer authority but DOL approved, instead, the use of RR funds for the uses of the 10% funds,

Within the current funding framework, the waiver allows local areas to direct the funds to incipient layoffs, and to provide training as a layoff aversion strategy. This creates greater flexibility and resources for local areas to respond to employer needs as they emerge and to prevent layoffs.

Oregon will continue to carry out all required state level activities; the use of the funds is for allowable activities only. The use of the funds will not diminish the ability of the state or local areas to respond to worker dislocations, nor will it affect local formula allocations for carrying out WIA Title IB adult, youth, and dislocated worker activities.

Fiscal agents for the Employer Workforce Training Fund are required to report quarterly and annually in order for the state to track progress on various outcome measures for the program.

4. Individuals impacted by the waiver

The Employer Workforce Training Fund supports a program to train incumbent (current) workers. For the purposes of this program, "current worker" is defined as "an individual currently employed in an existing non-public business in Oregon."

5. Process for monitoring progress in implementation

Implementing the waiver itself is an administrative procedure of simply transferring the funds. Fiscal agents for the Employer Workforce Training Fund are required to report quarterly and annually in order for the state to track progress of various outcome measures for the program.

Oregon will report performance outcomes for any incumbent workers served under this waiver in the Workforce Investment Act Standardized Record Data system (WIASRD), field 209. Oregon will follow policy guidance related to implementation of this waiver, as found in TEGL No. 26-09, Section 7!, "Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010" and TEGL No. 30-09, "Layoff Aversion Definition and the Appropriate Use of Incumbent Worker Training for Layoff Aversion Using a Waiver."

6. Notice to Affected Local Boards and Public Comment

This waiver was developed at the request of local boards. The boards were concerned because of the difficulty of developing effective training programs using the two types of funding. State staff developed the concept for the waiver and presented it to local board staff at the regular meeting of the Oregon Workforce Partnership (OWP – the local board association in Oregon) on April 9, 2004. Local board staff enthusiastically supported proceeding with requesting the waiver. The OWP appointed two members to review the original draft waiver request document before it was submitted.

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waive Prohibition on the Use of ITAs for Older and Out-of-School Youth

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- 20 CFR 664.510 prohibits the use of Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants, unless they are found eligible for and co-enrolled in either the adult or dislocated worker program.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. This represents an extension of a current waiver granted through December 31, 2012.

3. Goals and expected programmatic outcomes of waiver

Oregon seeks to use Individual Training Accounts (ITAs) for older youth and out-of-school youth program participants. Under the waiver, Oregon will continue to make the 10 youth program elements available as described at WIA Section 129(c)(2). Oregon will ensure that funds used for ITAs are tracked and that the ITAs are reflected in the individual service strategies for these youth.

This waiver will maximize the service delivery capacity of WIA youth programs within the One-Stop Career Center delivery system, by giving local areas the flexibility to meet the needs of individual youth. It will allow youth who are determined not to follow the academic track and are, instead, employment focused, to have the same access as adults and dislocated workers to the advantages of ITAs. The WIA youth system will transform building a more robust pipeline of workers for targeted industries and occupations through a focus on academic preparation, intensive career counseling and exposure and transition support for the success of enrolled youth in post-secondary education and training.

By providing a waiver to all the use of ITAs for youth, without the need for co-enrollment, those youth whose assessment has determined than an ITA is the best strategy will be treated equally with an adult who has the same or similar needs and training strategies. Being able to charge the ITA cost to the youth program instead of the adult or dislocated worker program reduces the dependence on limited adult funds.

4. Individuals impacted by the waiver

The impact of the waiver is on older youth who benefit from ITAs. Indirectly, the waiver also benefits LWIBs who experience reduced staff time spent on eligibility workers who do not have to expend time on collecting eligibility data and going through the duplicative eligibility determination process.

5. Process for monitoring progress in implementation

The State and LWIBs will report on the numbers of youth provided with ITAs, track the funds used for ITAs, and assure that the ITAs are reflected in the individual service strategies for these youth. State monitors will also select youth ITA files for review, to ensure that there are appropriate levels of assessment documentation in the files to justify the use of ITAs for any individual older youth.

6. Notice to Affected Local Boards and Public Comment

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waive Requirement to Conduct Evaluation of Workforce Development Activities

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d) to exempt the state from the requirement to conduct evaluations.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers.

3. Goals and expected programmatic outcomes of waiver

Oregon is requesting a waiver from the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvements of the statewide workforce investment system.

The reduction to five percent in the WIA allotment for Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of evaluations. The state's reduced funds are being used to cover the following required activities:

- Required statewide administrative activities
- Technical Assistance to Local Areas

The programmatic outcome of the waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities that Oregon deems most essential to the basic functions of the workforce investment system.

4. Individuals impacted by the waiver

A total of $66,000 is currently budgeted for PY 2012. The waiver will not be implemented until PY 2013. This amount has been reduced over the years, and especially for PY 2012, as funding has been reduced. While the amount of funding is not large, every amount of savings helps in order to maintain robust administrative services with the 5% Administration funds.

Due to the loss of the 10% funding, Oregon must now use limited rapid Response funds or more likely, administrative funds for these program-related activities. While allowable, it puts Oregon's administrative and fiscal integrity in jeopardy.

If this waiver is granted, evaluation of workforce investment activities for adults, dislocated workers, and youth will not be conducted for PY 13 or subsequent program years, or until the 10% funding is restored by Congress.

The waiver will provide Oregon with more flexibility in directing Governor's reserve funds to those activities that best preserve basic functions of the statewide workforce investment system, thereby maintaining services for all eligible individuals, including youth.

5. Process for monitoring progress in implementation

Oregon will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

6. Notice to Affected Local Boards and Public Comment

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waive Requirement to Fund Performance Incentives to Local Areas

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 134(a)(2)(B)(iii) and 20 CFR 665.200(e) to exempt Oregon from the requirement to provide local workforce investment area incentive grants.

2. Actions undertaken to remove state or local barriers

There are no state or local barriers. It might have been expected that Local Workforce Investment Boards could object to this waiver because they will lose funding. However, Oregon's seven LWIBs have agreed to this waiver, understanding that the funds just aren't available. They have asked for and will be included in the implementation of the waiver for PY 2013.

3. Goals and expected programmatic outcomes of waiver

The waiver is being requested to exempt Oregon from the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance.

The reduction to five percent in the WIA allotment for Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of incentives. The state's reduced funds are being used to cover the following required activities:

- Required statewide administrative activities
- Technical assistance to Local Areas

The programmatic outcome of the waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities that Oregon deems most essential to the basic functions of the workforce investment system.

4. Individuals impacted by the waiver

A total of $70,000 is currently budgeted for PY 2012. The waiver will not be implemented until PY 2013. This amount has been reduced over the years, and especially for PY 2012, as funding has been reduced. While the amount of funding is not large, every amount of savings helps in order to maintain robust administrative services with the 5% Administration funds.

Due to the loss of the 10% funding, Oregon must now use limited rapid Response funds or more likely, administrative funds for these program-related activities. While allowable, it puts Oregon's administrative and fiscal integrity in jeopardy.

If this waiver is granted, the seven local boards will not receive an incentive grant award for PY 13 or subsequent program years, or until the 10% funding is restored by Congress.

The waiver will provide Oregon with more flexibility in directing Governor's reserve funds to those activities that best preserve basic functions of the statewide workforce investment system, thereby maintaining services for all eligible individuals, including youth.

5. Process for monitoring progress in implementation

Oregon will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

6. Notice to Affected Local Boards and Public Comment

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

REQUEST APPROVAL OF WAIVER
Workforce Investment Act Waiver Request

Waiver Requirement to Fund Local Areas with High Concentrations of Youth

Date: September 14, 2012
State: Oregon
Agency: Oregon Department of Community Colleges and Workforce Development

1. Statutory and/or regulatory requirements to be waived

- WIA Section 129(b)(2)(C) requiring the state to provide additional assistance to local areas that have high concentrations of eligible youth.

2. Actions undertaken to remove state or local barriers

There are no state barriers to implementation of the waiver. It might have been expected that Local Workforce Investment Boards could object to this waiver because they will lose funding. However, Oregon's seven LWIBs have agreed to this waiver, understanding that the funds just aren't available. They have asked for and will be included in the implementation of the waiver for PY 2013.

3. Goals and expected programmatic outcomes of waiver

The waiver is being requested to exempt Oregon from the requirement to provide additional assistance to local areas that have high concentrations of WIA eligible youth.

The reduction to five percent in the WIA allotment for Governor's Reserve funds restricts the state's ability to effectively fund and carry out all of the required statewide workforce investment activities. The current funding level in the Governor's Reserve is insufficient to cover the cost of providing additional assistance to local areas that have high concentrations of eligible youth. The state's reduced funds are being used to cover the following required activities:

- Required statewide administrative activities
- Technical assistance to Local Areas

The programmatic outcome of the waiver is to ensure that the state may prioritize the use of Governor's Reserve funds for the required activities that Oregon deems most essential to the basic functions of the workforce investment system.

4. Individuals impacted by the waiver

A total of $100,000 is currently budgeted for PY 2012. The waiver will not be implemented until PY 2013. This amount has been reduced over the years, and especially for PY 2012, as funding has been reduced. While the amount of funding is not large, every amount of savings helps in order to maintain robust administrative services with the 5% Administration funds.

Due to the loss of the 10% funding, Oregon must now use limited Rapid Response funds or more likely, administrative funds for these program-related activities. While allowable, it puts Oregon's administrative and fiscal integrity in jeopardy.

If this waiver is granted, the seven local boards will not receive a high concentration youth grant award for PY 13 or subsequent program years, or until the 10% funding is restored by Congress.

The waiver will provide Oregon with more flexibility in directing Governor's reserve funds to those activities that best preserve basic functions of the statewide workforce investment system, thereby maintaining services for all eligible individuals, including youth.

5. Process for monitoring progress in implementation

Oregon will monitor progress and ensure accountability for Federal funds in connection with these waivers by reviewing monthly expenditure, performance and other reports, through regular contact with the ETA Regional Office liaisons, and through its monitoring and performance accountability system.

6. Notice to Affected Local Boards and Public Comment

This waiver request was reviewed with all Local Workforce Investment Boards.

This waiver request was included in the State of Oregon Two-Year Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act for July 1, 2012 – June 30, 2014, as submitted to U.S. Department of Labor (DOL) by posting the plan on www.worksourceoregon.org. The Plan, including this waiver request, underwent a 15-day public notice and review process completed September, 2012. The public notice document was mailed and/or e-mailed to over 2000 individuals and organizations, including local workforce board staff and chairs, labor and business organizations, state agencies, the OWIB, other appropriate boards and commissions, local elected officials, and other interested stakeholders.

<u>Trade Adjustment Assistance (TAA)</u>:
How TAA will coordinate with WIA/W-P to provide seamless services to participants

- ***Provides early intervention (e.g. rapid response) to worker groups on whose behalf a TAA petition has been filed. (WIA Sections 112(b)(17)(A)(ii), 134(a)(2)(A), 20 CFR 665.300-.340.)***

State-level Trade Act staff, state-level Rapid Response staff, and local WIA I-B staff coordinate service delivery for every Trade Act petition filed in Oregon. As part of their ongoing partnership, Trade Act and Rapid Response staff meet regularly to maintain communication channels and ensure the highest level of strategic, coordinated service delivery. This includes weekly and monthly meetings.

Rapid Response staff is normally notified of a mass layoff first, and through their delivery of Rapid Response services, they often assist with a Trade Act petition. Early involvement by Rapid Response and Trade Act staff helps allay concerns about the Trade Act program and impact to the employer, educates the employer on how to best help the affected workers regarding TAA/TRA eligibility determinations, and establishes early collaboration with the key parties. These efforts streamline the eligibility process, and quickly move the workers into service delivery. It is important to note that the Trade Act and Rapid Response partnership and coordination is formally summarized in an MOU.

Trade Act staff will assist in Rapid Response events to inform affected workers of potential Trade Act benefits and answer questions. Once the petition is certified, Rapid Response and Trade Act staff continue to coordinate service delivery to the workers, e.g. information sessions, application completion, planning sessions, coordination with the local one-stops and other service providers, and so forth. The sessions can take place both on-site at the employer location and at other facilities that are convenient for the affected workers. Since this model was only recently implemented, staff are gathering data to validate whether this service deliver model is resulting in increased access and use of TAA benefits by those individuals deemed eligible.

- ***Provides core and intensive services to TAA participants, especially where TAA-funded case management services are not available. The description should provide detailed information on how assessments are utilized to identify participants' services needs, including whether participants need training according to the six criteria for TAA-approved training. (20 CFR 617.21(c), 617.22(a)).***

We utilize a centralized case management model that expands services delivery beyond the local one-stop center structure. With the geographic constraint addressed, we were free to organize staff and work tasks to bring the greatest level of efficiency. We implemented an enhanced toll-free hotline and fax capacity, and we are exploring other technology solutions, such as Skype, that can be used from a one-stop or from an affected worker's home. This model has helped us achieve our goal—to provide high levels of customer service and program consistency, yet with enough flexibility to meet the needs of our clients regardless of where they are located. OED, as part of its agency strategic plan, will be further evaluating key processes for opportunities to streamline and improve customer experiences, shorten turn-around times, and add value.

The centralized model has benefits in that Oregon has a significant rural population, with a majority of affected workers being many miles from a local one-stop. This situation can be found in our metropolitan areas as well, where the distance may not be significant, but travel to a local center takes considerable time. Of the affected workers attached to the 27 Trade Act certifications in Oregon between January 1 and December 31, 2011, 51.9% were on "Non-Metro" areas as determined by the Bureau of Labor Statistics.

In the past, we had trained Trade Act case managers in several locations across the state. This often meant that case managers worked alone—without local backup support, or staff travelled to other locations where the assistance was needed. In contrast, Oregon's centralized case management model builds upon Oregon's local and virtual one-stop services. For example, during a Rapid Response event, affected workers are provided information on engaging the one-stop system early. Workers are encouraged to register and complete their initial skills review on-line or at a local center as soon as possible, which then leads to an interview with center staff to review of their skills and registration, and a determination of next steps.

Normally, the sequence of services for an affected worker follows this process: The worker participates in Rapid Response services where they learn about WIA, W-P, and Trade Act services. Rapid Response staff covers the broader one-stop system and services, encouraging the workers to begin participating early. Once the company is certified under Trade Act, information sessions are conducted, and workers are provided with applications, scheduled for their initial assessment, and given other paperwork that can help with the decision around suitable work or training. Partner staff (WIA, W-P, and others) often attend the Trade Act information sessions, reinforcing earlier conversations around the broader range of services. All of this is done to prepare the affected worker to work with their case managers. At this point, affected workers are participating in activities on both the core services and Trade Act tracks.

By the time of the Trade Act initial assessment appointment, the affected worker has completed enrollment in the one-stop system. This information is used by the Trade Act case manager to help guide the initial assessment, which determines next steps for the affected worker. If the assessment concludes that suitable work is available, or that the worker does not want training, an individual service plan (ISP) is developed and the case manager will continue to support the worker. This includes working with TRA staff on a waiver, and coordination with the local center regarding job search, workshops, and accessing intensive or wrap-around services not available through Trade Act (possibly available through WIA, an NEG, or other partners). Case managers will follow-up with the client every 45 days for support and ongoing evaluation of current activities and results noted ISP.

If the initial assessment points to training, this is reflected in the ISP, and further steps are taken by the case manager and affected worker to determine suitability. The case manager shares information on available training and financial aid, and how to evaluate programs using employment statistics. At this point, the affected worker may interact with a local training provider to complete placement tests and other academic assessments that will help the school and affected worker align interests and abilities. This, in turn, will inform any discussions around

short-term prevocational services and remedial education, which further influences the evolving ISP.

Once the affected worker has identified potential training options, the case manager and affected worker go over the six criteria for TAA-approved training. The first criteria, "is suitable employment available," is addressed during the initial assessment and at each subsequent step during training plan development. The affected worker is pursuing training because no suitable work was available, so it is a matter of evaluating the proposed training and completed assessments against the remaining criteria.

Criteria two, "would the worker benefit appropriate training," is evaluated using pieces from the initial assessment that explore the worker's financial, health, educational, work and other critical areas that affect how a person can relate to and manage through an academic program, along with the results from their Trade Act guided, career exploration workshops.

Criterion three, "reasonable expectation of employment after training," is evaluated using labor market statistics, current job openings, and placement activities of the training providers.

Criteria four, "is training reasonably available to the worker," looks at where the training is located—first, within the commuting area. However, that is not always the case, so we look at what is involved in getting to the location, and makes comparison with other training that may be suitable for the worker.

Criterion five, "is the worker qualified to undertake and complete such training," is evaluated using assessment results from the training providers, along with information used in validating the second criteria.

Finally, criteria six, "is such training suitable for the worker and available at a reasonable cost?" With suitability previously addressed, the case manager looks at the cost of the proposed training programs. Total costs (training, travel, tools, length of training on impact of UI / TRA benefits, etc.) are compared with the total cost of similar training from other training providers to identify the one with the lowest overall cost to the program. Consideration is also given to what it costs to train other affected workers from similar occupations and with similar backgrounds—the objective is to fairly evaluate a worker's current skills and abilities and what it takes to make them job ready versus subsidizing an expensive training program that may or may not lead to equal employability and salary levels.

Once the six criteria are satisfied, and the final training selected, a training plan is developed with appropriate benchmarks. This again updates the ISP. The affected worker begins training accordingly, and benchmarks are monitored to ensure successful completion. The case management process is ongoing and issues are addressed at the earliest opportunity. Upon completion of training, the ISP is updated, and the affected worker then moves into the job search phase of case management.

- ***Has developed and managed resources (including electronic case management systems) to integrate data provided through different agencies administering benefits and services (TAA, Trade Readjustment Allowance, Unemployment Insurance, Employment Security, WIA, etc.) in order to ensure consistent program administration and fiscal integrity, as well as reliable fiscal and performance reporting. (May alternatively be discussing in "operating systems and policies" section of Operation Plan). (WIA Sections 112(b)(8)(A), (B).***

The Employment Department (OED) operates the Trade Act program, along with Trade Readjustment Allowance (TRA), Unemployment Insurance (UI) and Employment Service (ES) programs and the various fiscal systems that support each. OED also maintains transactional data systems that support real-time data sharing across all programs under the agency, along with a data warehouse which supports program reporting and ad-hoc query capability. Agency staff that handle different elements under Trade Act (TAA, TRA, UI, and ES) utilize common systems which share and coordinate data to ensure the accurate delivery of services. Some examples include:

- Waivers cannot be generated without documented completion of the initial assessment.
- Affected workers cannot transition from the regular UI process until there is an approved training plan in the system.
- TRA benefits are not made available until appropriate decisions regarding regular UI benefits have been made and captured in the UI data system.
- Purchase orders and checks cannot be generated until data from an approved training plan is uploaded.

Overall, OED staff and data systems are linked, and the data are fed into the data warehouse, which supports federal reporting.

Data from the various WIA systems is transmitted to OED and uploaded into the data warehouse where it is used for reporting purposes. At this time, data between WIA and OED systems are not shared at the transactional level; however, we are in the process of developing a customer status screen that provides a high-level overview to the various transactional systems. Currently, one-stop staff are doing an effective job of coordinating services across the programs, so the goal of the customer status screen is to make the information sharing easier, requiring less time and effort on the part of staff.

ASSURANCES AND ATTACHMENTS – PLANNING PROCESS AND PUBLIC COMMENT

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
1.	☒	The state established processes and timelines, consistent with WIA Section 111(g), to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f) 20 CFR 641.325(h)	Public Notice posted at: http://www.weebly.com/uploads/1/1/7/4/11744722/public_notice-state_plan_2012.pdf
2.	☒	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	Public Notice posted at: http://www.weebly.com/uploads/1/1/7/4/11744722/public_notice-state_plan_2012.pdf
3.	☒	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		Plan posted at: http://www.weebly.com/uploads/1/1/7/4/11744722/public_notice-state_plan_2012.pdf
4.	☒	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20CFR 661.220(d) 20 CFR 653.108(f)	The state has not adopted any policies beyond those requirements in the Act. The State Monitor Advocate was afforded an opportunity to approve and comment on the Agricultural Outreach Plan, and feedback was requested from listed partners. All review and comment period recommendations were met.

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
5.	☒	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	The state has not adopted any policies beyond those requirements in the Act. Any recommendations submitted by the State Monitor Advocate were considered in the development of the plan. Please see Plan Section on Wagner-Peyser Agricultural Outreach.
6.	☒	The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	Attorney General's Public Records and Meetings Manual: http://www.doj.state.or.us/public_records/manual/index.shtml OWIB By Laws: http://www.weebly.com/uploads/1/1/7/4/11744722/bylaws__amend_07_revised_re_exec_members.pdf
7.	☒	Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from …[multiple] representatives of state and local organizations.	20 CFR 641.325(f) 20 CFR 641.325(h)	Not Applicable

ASSURANCES AND ATTACHMENTS – REQUIRED POLICIES AND PROCEDURES

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
8.	☒	The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA Title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	WIA IB Policies and Guidance: http://cms.oregon.gov/ccwd/Pages/rap/index.aspx http://cms.oregon.gov/ccwd/Pages/rap/wia1b.aspx

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
9.	☒	The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	OWIB Policy on Criteria for Local Boards and Procedures Governor will use to Certify Local Boards: http://cms.oregon.gov/ccwd/pdf/owib/Board.pdf CCWD monitors against this requirement during our annual monitoring visits. CCWD Monitoring Guide Program Year 2012: http://www.weebly.com/uploads/1/1/7/4/11744722/py12monitoringreviewguide.pdf OWIB By Laws: http://www.weebly.com/uploads/1/1/7/4/11744722/bylaws__amend_07_revised_re_exec_members.pdf
10	☒	The state has established a written policy and procedure that describes the state's appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	Workforce Investment Area Designation: http://cms.oregon.gov/ccwd/pdf/owib/AreaDesignation.pdf
11	☒	The state established written policy and procedures that describe the state's appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	Workforce Investment Area Designation: http://cms.oregon.gov/ccwd/pdf/owib/AreaDesignation.pdf
12	☒	The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	Criteria for Local Boards and Procedures Governor will Use to Certify Local Boards: http://cms.oregon.gov/ccwd/pdf/owib/Board.pdf

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
13	☒	The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	Criteria for Local Boards and Procedures Governor will Use to Certify Local Boards: http://cms.oregon.gov/ccwd/pdf/owib/Board.pdf
14	☒	Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Not Applicable
15	☒	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system.	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not Applicable
16	☒	When applicable, the state takes any action necessary to assist local areas in developing and implementing the One-Stop system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	The state has not adopted any policies beyond those requirements in the Act. The state encourages local workforce areas to collaborate with one another, with partners, and the state.
17	☒	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	OWIB Policy: Procedure and Criteria for Eligible Training provider Certification and Individual Training Accounts: http://cms.oregon.gov/ccwd/pdf/owib/EligibleTrainingProvider.pdf Waiver in Oregon: http://waivers.doleta.gov/docViewer.cfm?file_id=27A1C41C-91F5-DA81-EF9D744FA110596C

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
18	☒	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in One-Stop Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	Oregon Methods of Administration: http://www.oregonlaws.org/ors/182.109 https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOAComplete2011-2013_op8.pdf Methods of Administration OAR Number: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf
19	☒	The state ensures that outreach is provided to populations and sub-populations who can benefit from One-Stop Career Center services.	WIA Section 188 29 CFR 37	Oregon Methods of Administration: https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOAComplete2011-2013_op8.pdf Methods of Administration OAR Number: 589-020-0110: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf
20	☒	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	Oregon Methods of Administration: https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOAComplete2011-2013_op8.pdf Methods of Administration OAR Number: 589-020-0110: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
21	☒	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	Oregon Methods of Administration: https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOAComplete2011-2013_op8.pdf Methods of Administration OAR Number: 589-020-0110: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf
22	☒	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	Oregon Methods of Administration: https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOAComplete2011-2013_op8.pdf Methods of Administration OAR Number: 589-020-0110: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf
23		For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the One-Stop partners concerning the operation of the One-Stop delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not Applicable

ASSURANCES AND ATTACHMENTS – ADMINISTRATION OF FUNDS

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
24	☒	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128 (b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	OWIB Policy: Funding Allocations for WIA Title 1B Adult/Youth: http://cms.oregon.gov/ccwd/pdf/owib/FundingAllocations.pdf Distribution of the WIA Statewide Rapid Response Funds: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.10.pdf	
			Cash Management: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.4.pdf Allocations - Recapture and Re-Allotment of Local Area Funds: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.1.pdf Transfer of Funds Between Adult and Dislocated Worker Grant: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.5.pdf		
24 a	☒	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	OWIB Policy: Dislocated Worker Funding Formula: http://cms.oregon.gov/ccwd/pdf/owib/DislocatedWorker.pdf Transfer of Funds Between Adult and Dislocated Worker Grant: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.5.pdf	

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
25	☒	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions.	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B) 20 CFR 661.205(e)	OWIB Policy: Dislocated Worker Funding Formula: http://cms.oregon.gov/ccwd/pdf/owib/DislocatedWorker.pdf Adult and Youth: http://cms.oregon.gov/ccwd/pdf/owib/FundingAllocations.pdf Oregon consults with chief elected officials through their representation on each LWIB, and the agreements for operations at the local level. Local Planning Compliance Questions: http://www.weebly.com/uploads/1/1/7/4/11744722/d._section_ii_compliance_20120912.doc www.oregonlocalplanning.weebly.com	
26	☒	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	Distribution of the WIA Statewide Rapid Response Funds: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.10.pdf	

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
27	☒	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	Financial Management Standards: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.16.pdf Procurement: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.11.pdf	
28	☒	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	Oregon monitors implementation of these referenced sections of the WIA for compliance through required procurement processes, Youth Committee board minutes, and contracts that are awarded on a competitive basis. The State also requires that local areas have procurement systems as per CCWD policy 589-10.11: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.11.pdf This policy advises all grantees and contractors that they must comply with US DOL Procurement Regulations as stated in 29 CFR 97.36. MONITORING GUIDE (Fiscal Systems) LOCAL PLANNING COMPLIANCE www.oregonlocalplanning.weebly.com	

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
29	☒	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	Oregon monitors implementation of the referenced sections of the WIA for compliance through required procurement processes, Youth Committee board minutes, and contracts that are awarded on a competitive basis. The State also requires that local areas have procurement systems as per CCWD policy 589-10.11: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.11.pdf This is a Procurement policy and advises all grantees and contractors that they must comply with US DOL procurement Regulations as stated in 29 CFR 97.36. MONITORING GUIDE (Fiscal Systems): http://www.weebly.com/uploads/1/1/7/4/11744722/py12monitoringreviewguide.pdf	
30	☒	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer unnecessarily significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	OWIB Policy on Funding Allocations for WIA Title 1 Adult and Youth Programs: http://cms.oregon.gov/ccwd/pdf/owib/FundingAllocations.pdf Oregon assures that the language in WIA Section 112(b)(12)(B) is complied with throughout the state. CCWD presents agency budget information to the OWIB annually complying with this referenced section following all formula and legal requirements.	

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
31	☒	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 29 USC 49(h), (c) 20 CFR 652.8(b), (c)	Allocations - Recapture and Re-Allotment of Local Area Funds: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.1.pdf Cash Management: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.4.pdf Program Income: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.5.pdf WIA Cost Principles and Allowable Costs: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.6.pdf WIA Financial Reporting: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.9.pdf Procurement: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.11.pdf Equipment and Supplies: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.12.pdf Financial Management Standards: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-10.16.pdf Distribution of the WIA Statewide Rapid Response Funds: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.10.pdf Transfer of Funds Between Adult and Dislocated Worker Grant: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-20.5.pdf	

		STATEMENT	REFERENCE	DOCUMENTATION	COMMENTS
32	☒	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	Workforce Investment Act Title I Monitoring System: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-40.1.pdf	
33	☒	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Department regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	WorkSource Oregon Joint Policy 01-08 Confidentiality and Access: http://www.weebly.com/uploads/1/1/7/4/11744722/confidentiality_access_to_information_data_joint_policy_01-08_v1_ed_web1.pdf	
34	☒	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	The state has not adopted any policies beyond those requirements in the Act.	

ASSURANCES AND ATTACHMENTS – ELIGIBILITY

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
35	☒	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the "deficient in basic literacy skills" criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	OWIB has chosen not to establish such definitions and documentation requirements.
36	☒	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding "requires additional assistance to complete and educational program, or to secure and hold employment" criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	CCWD Statewide Supportive Services: http://cms.oregon.gov/ccwd/pdf/WIA1B/589-30.12.pdf SWIB did not choose to establish these definitions. However, the state administrative entity establish supportive services policy that addresses in part this requirement.

	STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
37	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited	WIA Section 134(d)(4)(E) 20 CFR 663.600	The state does not have a priority of service policy. Local areas are required to have such a policy and the state assures a local policy is in place and operational during annual monitoring of local boards. Regarding adult funds with regular funding, the local boards can determine the priority of service they give. Monitoring Guide: http://www.weebly.com/uploads/1/1/7/4/11744722/py12monitoringreviewguide.pdf Local Plan Compliance: www.oregonlocalplanning.weebly.com

		STATEMENT	REFERENCE	DOCUMENTATION AND COMMENTS
38	☒	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and One-Stop Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local One-Stop Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	Veterans Priority of Service: http://www.odccwd.state.or.us/files/pdf/Priority%20of%20Service%200806201215360100.pdf

ASSURANCES AND ATTACHMENTS – PERSONNEL AND REPRESENTATION

39	☒	The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met. Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity. If a state proposes that its State Monitor Advocate work less than full-time…(N/A)	WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)	Oregon has a full time Monitor Advocate and all requirements are met according to DOL Regulations.
40	☒	Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with DOL regulations.	W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)	The state has not adopted any policies beyond those requirements in the Act.

41	☒	The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.	W-P Section 8(b) 20 CFR 652.211	Oregon Methods of Administration: https://www9.emp.state.or.us/bes-partners/Documentation%20&%20Training/MOA Complete2011-2013_op8.pdf
			Methods of Administration OAR: http://cms.oregon.egov.com/ccwd/pdf/OAR/589-020-0110.pdf Oregon Employment Department: Business and Employment Services Manual: 09. Serving Individuals with Disabilities Within the Wagner-Peyser Act is a requirement that each office have a disability service representative (DSR) designated to provide services to individuals with disabilities. The DSR is responsible for maintaining information about local services that may be of assistance to an individual with a disability. Locations and contact persons for other agencies such as vocational rehabilitation, blind or hearing impaired services, local job accommodation information sources as well as support groups for specific disabilities are just a few of the possible resources the DSR may compile. The DSR is also a primary contact for operating the telephone device for the deaf and providing services in alternative means such as large print and sign language interpreters. Individuals with disabilities are not required to identify themselves as such nor should they be treated differently than any other applicant who walks through our doors unless they request additional assistance. However, in the event that additional assistance is requested, the local office will promptly provide this service. At times this would involve providing information in large print or acquiring the assistance of a sign language interpreter, which should be handled by staff working with the customer. The DSR can be contacted should there be a need for further assistance.	
42	☒	If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.	W-P Section 8(b) 20 CFR 652.211	ORS 182.109: http://www.oregonlaws.org/ors/182.109 Requires each agency to monitor policies and practices to ensure services to persons with disabilities.

STATEMENT OF ASSURANCES CERTIFICATION

The State of Oregon certifies on the 14 day of September in 2012 that it complied with all of the required components of the Workforce Investment Act, Wagner-Peyser Act, and Trade Adjustment Assistance. The State also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.

Governor John A. Kitzhaber, M.D.

9/14/12
Date

ATTACHMENT A
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency:
Department of Community Colleges and Workforce Development
Address: 255 Capitol St., NE, Salem, OR 97310

Telephone Number: 503-947-2401
Facsimile Number: 503-378-3365
E-mail Address:

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
N/A
Address:

Telephone Number:
Facsimile Number:
E-mail Address:

Name of WIA Title I Signatory Official: Camille Preus, Commissioner
Department of Community Colleges and Workforce Development
Address: 255 Capitol St., NE, Salem, OR 97310

Telephone Number: 503-947-2433
Facsimile Number: 503-378-3365
E-mail Address: camille.preus@state.or.us

Name of WIA Title I Liaison: Karen Humelbaugh
Department of Community Colleges and Workforce Development
Address: 255 Capitol St., NE, Salem, OR 97310

Telephone Number: 503-947-2404
Facsimile Number: 503-378-3365
E-mail Address: karen.humelbaugh@state.or.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:
Oregon Employment Department
Address: 875 Union St. NE, Salem, OR 97311

Telephone Number: 503-947-1470
Facsimile Number: 503-947-1472
E-mail Address:

Name and Title of State Employment Security Administrator (Signatory Official):
Laurie Warner, Director, Oregon Employment Department
Address: 255 Capitol St., NE, Salem, OR 97310

Telephone Number: 503-947-1470
Facsimile Number: 503-947-1472
E-mail Address: laurie.a.warner@state.or.us

As the governor, I certify that for the State/Commonwealth/Territory of Oregon, the agencies and officials designated above have been duly designated to represent the State/Commonwealth/Territory in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor John A. Kitzhaber, M.D.

Signature of Governor Date 9/14/12