

Oregon

State and Local Workforce
Strategies for a Global Market

Oregon's Workforce Education System Annual Report 2007



Letters

As Governor of Oregon, it is my pleasure to share with you the 2006-2007 WorkSource Oregon Annual Report.

The strategies and stories of success included in this year's annual report illustrate the direction and impact of Oregon's workforce education system. The personal examples and statistical data exemplify our successes and show us where we need to improve.

Oregon can take great pride in its rich history and hard-working people, innovation and entrepreneurial spirit in business and industry, pioneering public policy and magnificent natural beauty. These are attributes that have served us well and continue to serve us in our future efforts.

Oregon is about uniting around a common goal of building an economy that is sustainable; creates family wage jobs; preserves our quality of life; supports education from pre-school to grad school and keeps Oregon businesses competitive and profitable.

We must continue to make Oregon a place where businesses thrive. Our economic prosperity depends on keeping our business environment competitive. We can, and must, make it easier and more appealing for the private sector to create jobs in Oregon.

Oregon's workforce education system is charged with ensuring that Oregon businesses have a skilled and knowledgeable workforce available. Providing training and education opportunities for workers is the key to keeping our workforce competitive.

The Oregon Workforce Investment Board's strategic plan, *Winning in the Global Market*, has served us well this past year and continues to be our guide for building a world-class workforce education system. WorkSource Oregon's annual report highlights some of the steps we have taken and the progress we have made toward that goal.

Sincerely,



THEODORE R. KULONGOSKI
Governor



Greetings,

Competing is a matter of winning and losing – and those who fail to adapt to new business environments and compete successfully will lose.

Business today is competing in a global economy which has fundamentally changed the way business is conducted. Business does not have to locate in a particular place – anything can be made anywhere. We are competing with places in the world where workers earn pennies an hour. We can't compete on the basis of the cost of labor. Instead, we need to have an educated, agile and innovative workforce to be globally competitive.

Education is the central provider of the critical services that are necessary to drive the economic engine. Education and skills training allow our businesses and communities to thrive. Thriving businesses create more living-wage jobs and opportunities for advancement while strengthening the economy.

Education, economic development, government and businesses all have roles in making sure Oregon's workforce can successfully compete. To succeed, we need to understand the effects of global competition, how the changing needs of businesses impact the workforce, and how to effectively collaborate with partners.

If we fail to recognize the new challenges of the global economy, we will lose our opportunities, advantages and, ultimately, good paying jobs that sustain our communities. Winning this competition depends upon the quality of our workforce.

The workforce needs to adapt to the challenges they will face now, next year, and ten years from now. We don't know what specific skills and abilities will be in demand ten years from now, but a forward-looking, responsive, workforce education system is key in making sure that our workforce is prepared.

Employees of the future will need to have the ability to learn new things – because jobs change... requirements change... technology changes.

It is my pleasure to present the 2006-2007 WorkSource Oregon Annual Report. This report presents solid examples of successful collaboration. It looks at statewide and local information on the challenges, successes, and opportunities for Oregon's workforce education system, examining our competitiveness and laying a foundation for the future.

In a global economy, competition isn't a choice – it's a requirement.

Thank you,



Carl Califano
Vice President of Operations, ATI Wah Chang
Chair, Oregon Workforce Investment Board

Introduction

The Governor's Vision for Oregon's Workforce states that "we must invest in education and workforce training so Oregon becomes a magnet for companies that want to hire skilled workers, and workers have good jobs that fully utilize their skills and talents. Oregon needs competitive companies, productive people and innovative ideas to grow and keep stable, high-paying jobs in our state." Having a highly skilled workforce means Oregon businesses have a competitive edge and Oregon workers have stable jobs.

Numerous state and local partners are working toward a common strategic vision, including Oregon's education system, state and local workforce boards and WorkSource Oregon.

WorkSource Oregon (WSO) is a statewide education and workforce development system designed to meet the educational, skill attainment, and economic development needs of Oregon's job seekers and businesses by connecting them with the resources they need to succeed. WSO programs assist, educate, train and support individuals as they enter and advance in the workplace.

The WorkSource Oregon system:

- Provides leadership in shaping the education programs and workforce services that benefit individuals, businesses and communities in Oregon.
- Ensures a continuum of comprehensive learning opportunities that enable youth and adults to effectively contribute to our global society.
- Fosters innovation in instruction, service delivery and information collection and dissemination.
- Meets public stewardship and accountability expectations to federal, state, and local partners.

Oregon's Local Workforce Investment Boards (LWIBs) are strategic leaders in addressing workforce development issues in their areas and have taken on responsibility for convening their communities to identify and address the critical workforce challenges of today

"We have to make sure our young people get the education, skills, and training they need to be competitive in our innovation economy...

Just as important, we have to make sure they can get that education and training here in Oregon... And when it comes to education beyond high school, a quality education system isn't just limited to college, it also includes vocational training... improving our education system is the key to Oregon's economic future."

– Governor Ted Kulongoski

and tomorrow, including skill gaps and demands for a skilled workforce. The LWIBs advise the Oregon Workforce Investment Board (OWIB), as well as other bodies, on policy related to workforce issues. The OWIB and LWIBs (and in the case of multi-regional areas, Regional Workforce Investment Boards through the appropriate LWIB) are a part of the statewide system and carry out strategies and policies that build on state investments.

Oregon Community Colleges are leaders in addressing the educational attainment and skill development needs of Oregonians and engines of economic growth; community college skills embodied in the workforce increase regional income by \$8 billion, with other indirect effects adding an additional \$2 billion. With over 60 campuses and centers throughout the state, they are the largest provider of education via distance technology – helping the workforce prepare for jobs, complete courses which transfer to a four-year university, and earn certificates or degrees.



“Like other states, Oregon’s economic vitality is derived in large part from the productivity of well educated people and the innovations they and businesses produce. To build on and sustain this vitality will require the creation of more jobs at a family wage, increased performance in our businesses and industries, and workers with the higher skills needed for the knowledge-based jobs of today and tomorrow.

The keys to effective competition now are agility, fast response to market shifts, continuous innovation, and focus on customers. These dynamic shifts have transformed the workplace, requiring higher-level skills at all levels of work performance, changing what workers need to know and how they use what they know, and limiting the long-term value of any knowledge or skill.”

– from Winning in the Global Market, a strategic plan developed for the Governor by the Oregon Workforce Investment Board in 2006. The complete document is available at http://www.worksourceoregon.org/index.php?option=com_content&task=view&id=109&Itemid=49

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How This Report is Organized

This 2007 WorkSource Oregon Annual Report begins with a look at statewide trends, performance, and initiatives, then takes a closer look at each of the state's 15 workforce regions. Each region provided information about its Unique Characteristics, Cluster and Industry Strategies, Accomplishments, Challenges, and Plans for the Future. This report uses that information to illustrate how these regions are similar to, and different from, each other – and how they relate to the state as a whole.

Recognition and gratitude goes to all the partners (agencies, organizations and individuals) that continue to develop demand-driven, innovative methods for meeting the needs of our ever-changing economic climate.

Statewide Performance

One of the primary functions of Oregon's workforce education system is to help people get and keep jobs. Measuring our performance helps us understand what's working and what needs our attention.

Results by Region					
Region 1 – Clatsop, Columbia, Tillamook		Region 6 – Douglas		Region 11 – Klamath, Lake	
Placement Rate	71%	Placement Rate	74%	Placement Rate	73%
Employment Retention Rate	63%	Employment Retention Rate	61%	Employment Retention Rate	59%
Average Wage Gain	\$1.24	Average Wage Gain	\$0.96	Average Wage Gain	\$0.87
Region 2 – Multnomah, Washington		Region 7 – Coos, Curry		Region 12 – Morrow, Umatilla	
Placement Rate	76%	Placement Rate	75%	Placement Rate	76%
Employment Retention Rate	67%	Employment Retention Rate	61%	Employment Retention Rate	59%
Average Wage Gain	\$1.38	Average Wage Gain	\$1.19	Average Wage Gain	\$1.00
Region 3 – Marion, Polk, Yamhill		Region 8 – Jackson, Josephine		Region 13 – Baker, Union, Wallowa	
Placement Rate	77%	Placement Rate	78%	Placement Rate	76%
Employment Retention Rate	65%	Employment Retention Rate	61%	Employment Retention Rate	64%
Average Wage Gain	\$1.36	Average Wage Gain	\$1.11	Average Wage Gain	\$1.15
Region 4 – Benton, Lincoln, Linn		Region 9 – Gilliam, Hood River, Sherman, Wasco, Wheeler		Region 14 – Grant, Harney, Malheur	
Placement Rate	75%	Placement Rate	77%	Placement Rate	67%
Employment Retention Rate	66%	Employment Retention Rate	67%	Employment Retention Rate	56%
Average Wage Gain	\$1.42	Average Wage Gain	\$1.19	Average Wage Gain	\$0.95
Region 5 – Lane		Region 10 – Crook, Deschutes, Jefferson		Region 15 – Clackamas	
Placement Rate	76%	Placement Rate	81%	Placement rate	77%
Employment Retention Rate	65%	Employment Retention Rate	66%	Employment retention rate	72%
Average Wage Gain	\$1.15	Average Wage Gain	\$1.25	Average wage gain	\$1.56

Placement Rate is the percentage with a goal of finding employment who found jobs during the year. Source: Prism, July 1, 2006 – March 31, 2007.
Retention Rate is the percentage who found work and were still employed a year later. Source: Prism, July 1, 2005 – June 30, 2006.
Wage Gain is the increase in hourly wage in a year's time. Source: Prism, July 1, 2005 – March 31, 2006.

Statewide Results

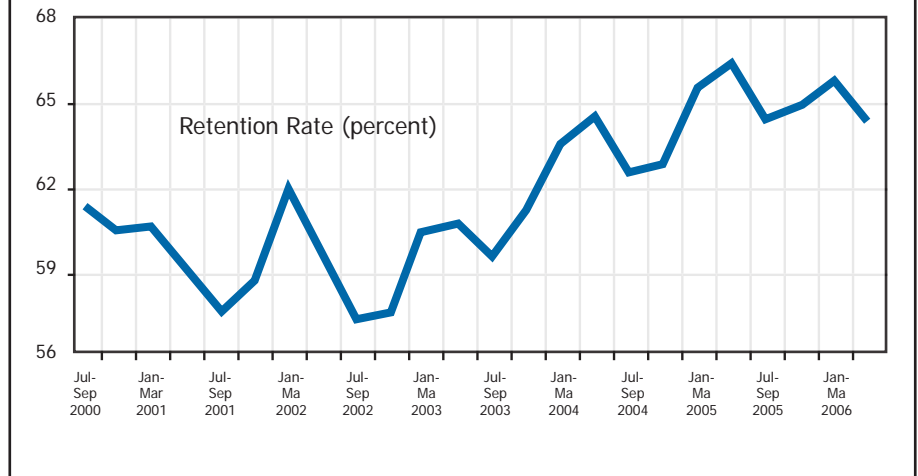
Placement Rate	75%
Employment Retention Rate	65%
Average Wage Gain	\$1.28

Outcomes are measured through PRISM (Performance Reporting Information System). Member agencies who submitted data to PRISM during the time period covered by this report are the Department of Community Colleges and Workforce Development (Title I-B and Title II), the Oregon Employment Department and the Department of Human Services (Office of Vocational Rehabilitation Services and Children, Adults and Families, including Temporary Assistance for Needy Families). Complete performance statistics for WIA Title IB, Title II, and Title III can be found online at: <http://www.oregon.gov/CCWD/>

Number of Individuals Getting Jobs Increased

Data from July 1, 2006 through March 31, 2007, shows that 227,538 people completed workforce development services with the goal of finding a job. Almost 31,000 more job seekers went to work compared with the previous year, and more than 74 percent of

More people are working a full year

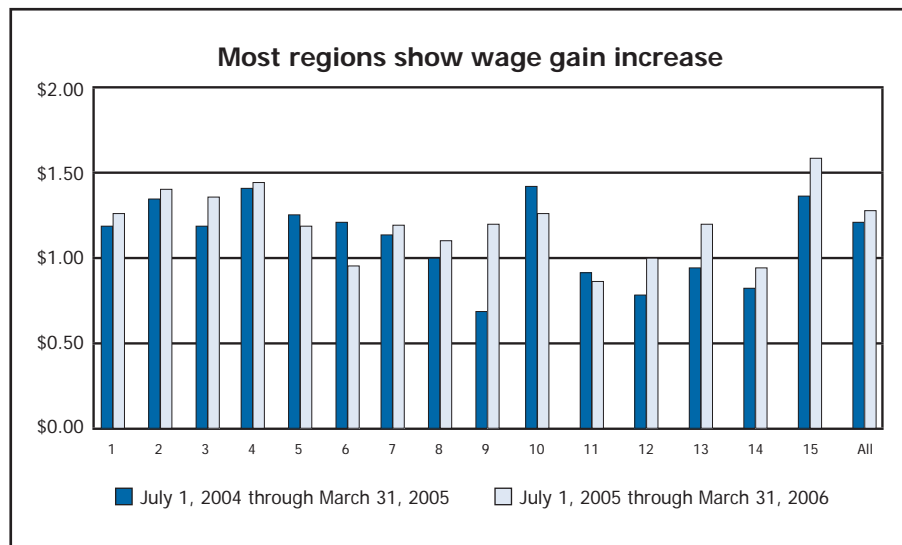


those seeking jobs through WorkSource Oregon are finding them.

People are Staying on the Job

The data for job retention shows the percentage of people who worked a full year (four continuous quarters) after receiving services from WorkSource Oregon. Over a six year trend the percentage of individuals remaining employed has steadily increased from 61.3 percent during July – September 2000 to 64.4 percent during April – June 2006, an increase of over 3 percentage points.

Most regions show wage gain increase



Wage Gain results are up

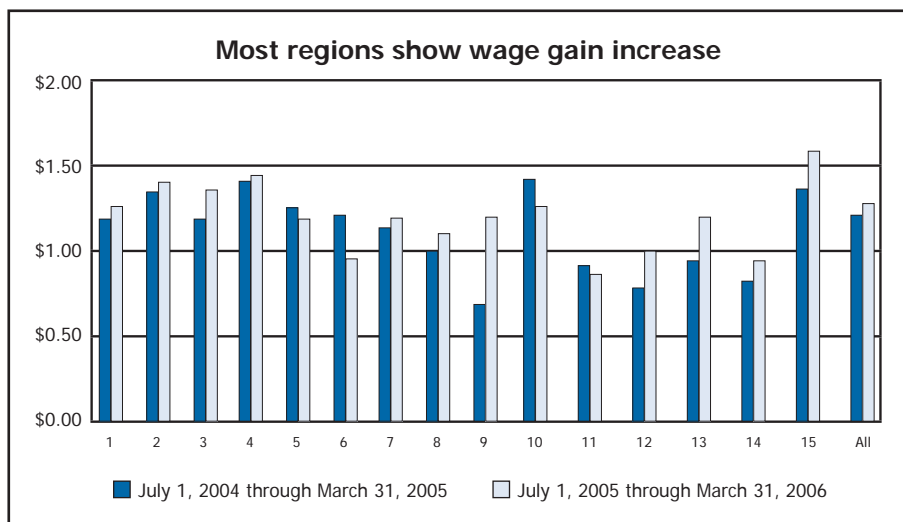
Increasing the wages people served by Oregon's workforce education system is also important. Wage gain is the amount wages increase over one year. For those individuals getting jobs between July 1, 2005 and March 31, 2006, average hourly wages after one year increased by an average of \$1.28 per hour (up from \$12.78 beginning wage to \$14.06 per hour after one year), slightly higher than the year ago wage increase of \$1.23 per hour.

Unique Characteristics of the State

The state's employment grew about twice as fast as population in 2006. This population increase is almost 10,000 larger than in the prior year and suggests that Oregon's continued job growth and lower unemployment rate are attracting – and accommodating – additional residents. The faster job growth is leaving fewer people unemployed, meaning more competition for available workers.

With job growth outpacing population growth in 2006, the unemployment rate continued to decline. Employers found greater difficulty hiring qualified workers. During most of 2006, Oregon had about 12,000 fewer people unemployed than in the comparable month of 2005. Oregon's unemployment rate spent 2006-2007 slightly below the 6.1 percent annual average in 2005 and well below the 7.3 percent average in 2004.

Although our unemployment rates are lower and our labor markets tighter than in the past few years, Oregon remains a state with relatively high unemployment rates. In most months during 2006, our rate was about 0.8 point above the U.S. rate and one of the 10 highest state rates in the nation. This suggests that businesses in other areas of the country are having even more difficulty than their counterparts in Oregon when trying to hire qualified workers.



Accomplishments

Employment related performance measures are part of the story; education, skill attainment, credentialing, and training opportunities are also integral to attaining the Governor's Vision. Some noteworthy WorkSource Oregon facts:

- 8,403 Community college students successfully transferred to the Oregon University System (OUS) in 2005-2006
- Approximately 50 percent of students in adult basic skills programs who have the goal to transition to post secondary education do so within a year
- The Dislocated Worker Unit responded to more than 390 layoffs at worksites in Oregon between 2005 and February 2007 – coordinating services with 15 local program providers across the state to ensure that all laid off workers in Oregon receive information and access to Dislocated Worker program services, unemployment insurance and other WSO services
- The Employer Workforce Training Fund (EWTF) required a 1:1 fund-match but achieved a more than 2:1 (private/federal) match resulting in more than 23,000 workers trained, 19,500 jobs retained, and more than 2,300 jobs created by participating companies over the past three years
- Improved availability and access to General Educational Development (GED) test sites – increased number of sites and increased number of testing times available; rural GED site expansions (Grant, Union, Baker and Wallowa counties)
- Working with the Oregon National Guard, WorkSource Oregon partners provided transition services to over 47,000 veterans – and over 23,000 were placed in jobs
- 4,000 people with disabilities were helped with job searches through the Disability Navigator Initiative
- For the 2005-2006 school year, \$199,335.00 in scholarships were awarded (OYCC), contributing to a 30 percent increase in the number of diplomas awarded by the alternative schools that receive OYCC funding
- Career Pathways roadmaps were developed for more than 35 occupations and dozens more roadmaps are in development
- A partnership with Oregon AFL-CIO created a Joint Apprenticeship Training Committee for developing a pilot industrial apprenticeship with union employers

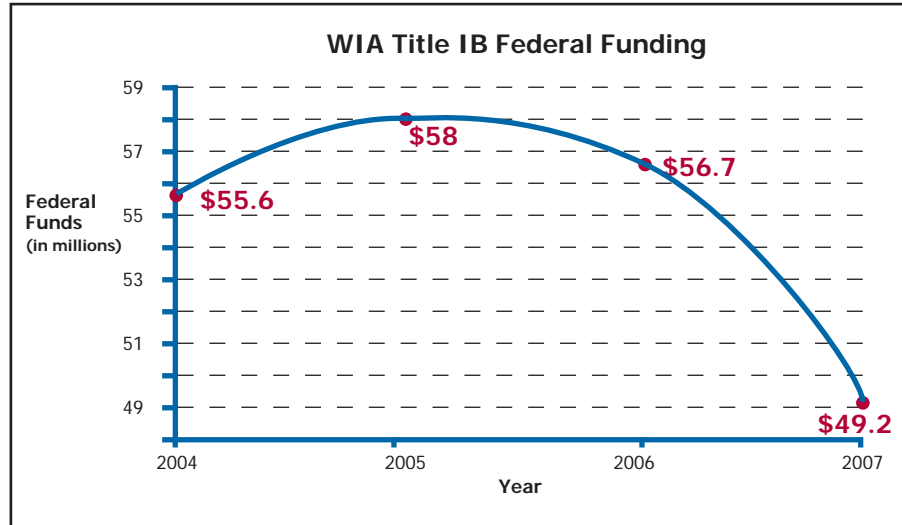
Challenges

WorkSource Oregon continues to evaluate the impacts and successes of the workforce education system while dealing with, and compensating for, new and continuing statewide challenges:

- Low educational attainment: One in six adult Oregonians lack a high school diploma or equivalent and only one-quarter have a bachelor's degree. Oregon ranks 45th in the nation in college credential attainment; 27th for bachelor's degree completion in six years. Rates for completion of professional technical degrees/ certificates dropped in response to the loss of courses at colleges, stemming from resource shortages, but have remained above the target.
- Low research and development (R&D) investments: Oregon ranks well below the national average in per capita R&D expenditures at colleges and universities.
- Low training investments: 32 states have a combination of workforce training funds and training tax credits, ranging in size from \$10 to 35 million, compared to Oregon's \$6 million fund which is composed entirely of federal, non-flexible resources.
- High unemployment, with a ranking of 7th highest unemployment in 2005, partly due to in-migration.
- Declining income: From July 2003 to March 2006, low-wage industry job growth outpaced average- and high-wage industry job growth.
- Declines in the rate of at-risk youth returning to school or earning a diploma/equivalent, the rate of associate degree completion, and the progress of transfer students. These declines are likely due to

the loss of resources and services available to serve these individuals in recent years. Reduced enrollments at community colleges and changes in enrollment patterns are also likely factors.

- Declining Federal Funding – over 13 percent decrease in WIA Title IB funding from 2006 to 2007; Title II funding has remained flat although demand for Adult Basic Skills programs remains stronger than the system can supply.



Innovations, Sustainability & Future Plans

To promote the success of its businesses and job seekers, Oregon's workforce education system must be flexible, adaptive, and responsive enough to serve the needs of all Oregonians. Success requires the capacity to collaborate effectively to improve programs and outcomes while best leveraging scarce resources.

Success requires:

- Continuing support and future improvements
- Career preparation and readiness and advancement opportunities
- Assessment systems and accountability

The OWIB completed a strategic planning process to set direction for the entire workforce education system, resulting in *Winning in the Global Market*, a plan to transform Oregon's workforce education and training system. The OWIB also completed a formal evaluation of the capacity-building impacts of the Employer Workforce Training Fund (EWTF), Oregon's incumbent worker training program funded through the Federal Workforce Investment Act.

Oregon's Labor Market Information System (OLMIS) continues to supply information and analysis to state and Local Workforce Investment Board needs. 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. The region-specific pages that follow illustrate local initiatives and plans based, in part, on those evaluations. From researching alternative energy sources to implementing biotechnology training, labor market information helps regions make informed choices.



Clusters and Industry

Oregon is a geographically and economically diverse state, as demonstrated by its workforce regions' involvement with a variety of cluster strategies, economic development programs, and industry partnerships. Businesses that are part of a cluster are based on common or complementary products, production processes, core technologies, natural resource requirements, skill requirements and/or distribution channels. Local and state workforce partners continue to aggregate the needs of businesses and workers and implement strategies and programs that will benefit multiple companies.



Region 1 - Clatsop, Columbia and Tillamook Counties

Regional Workforce Investment Board: *Management & Training Corporation (MTC)*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*
541.928.0241 www.tocowa.org

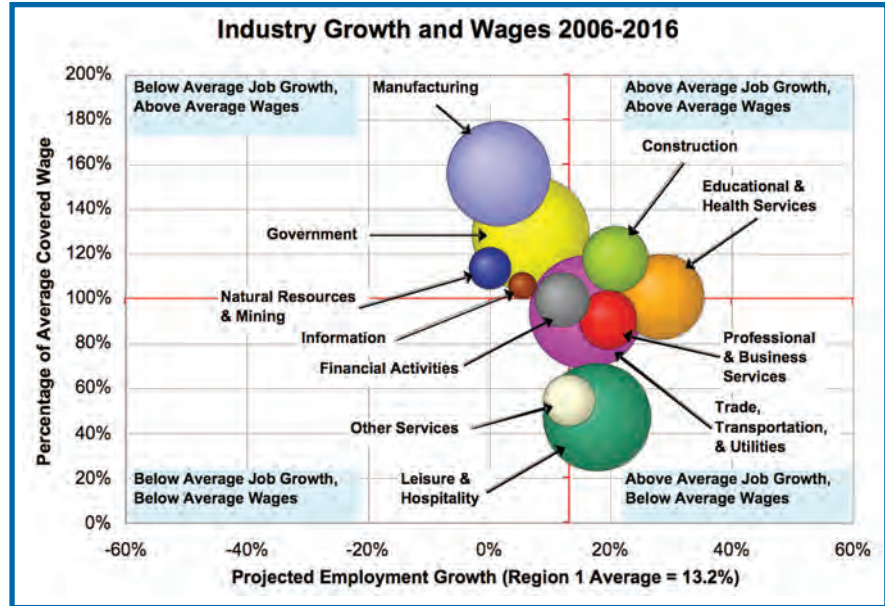
Community College(s): *Clatsop Community College (CCC), Tillamook Bay Community College (TBCC)*

Unique Characteristics of the Region:

Career opportunities include local and regional wood products mills, secondary wood products companies, local food processors, and manufacturing and maintenance for pulp & paper, wood products, food processing, warehousing, and chemical processing. Manufacturing is Tillamook County's second largest non-farm employment sector.

Accomplishments: Local partners and TBCC formed a Pathways Action Committee (PACT) to explore funding opportunities, identify current and future workforce skills, develop lifelong learning strategies, and foster the entrepreneurial spirit in rural Oregon.

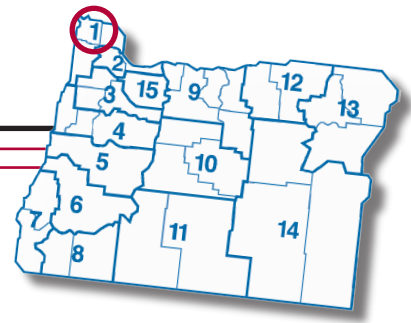
The College Now program, which allows students enrolled at area high schools, U.S. Coast Guard Training, and Tongue Point Job Corps Training Center to earn college credits while enrolled in these schools, served 359 students who earned 3664 college credits this past college year.



Agencies teamed up for the second annual North Coast Stand Down; 288 veterans from Oregon and Washington received services including glasses, dental work and assistance for the homeless.

Clusters and Industry: TBCC is working with Northwest Oregon Works (NOW) and partners to advance the Tillamook County Construction Cluster, improving linkages between local construction firms and training opportunities at secondary, postsecondary, and adult continuing education.





PACT is coordinating work on improving alignment with employers, workforce partners, and cluster partnerships in the manufacturing cluster.

Challenges: Northwest Oregon faces business development challenges because of the rural nature of the economy. There are no large concentrations of industries and/or worker populations. Economic development capacity varies throughout the region – as is typical in many other rural regions.

Innovations, Sustainability & Future Plans:

In the next eighteen months, TBCC will begin building a new comprehensive community college in Tillamook and an industrial technology center in partnership with Tillamook High School.

Clatsop Community College received a \$40,000 dollar Pathways Grant and elected to focus on Marine Maintenance Installation and Repair, Welding and Joining Technology Certificate, and Seamanship.

Regional Highlight



When WSOED Veteran's Representative Patrick Preston introduced Larissa to MTC, she had given up hope of ever having a decent place to live, clean clothes and enough to eat – much less a family-wage job or financial security.

MTC and the VWIP/HVRP provided needed support services, such as gas vouchers, auto parts and repairs, work clothing, car insurance and licenses. Larissa polished her professional image and got an interview for an assistant manager's position with a local auto parts store. Her can-do attitude and solid background in mechanics landed her the job. Larissa is looking forward to the opportunity to move up to an area manager position in the coming year.

Competing in the Global Market

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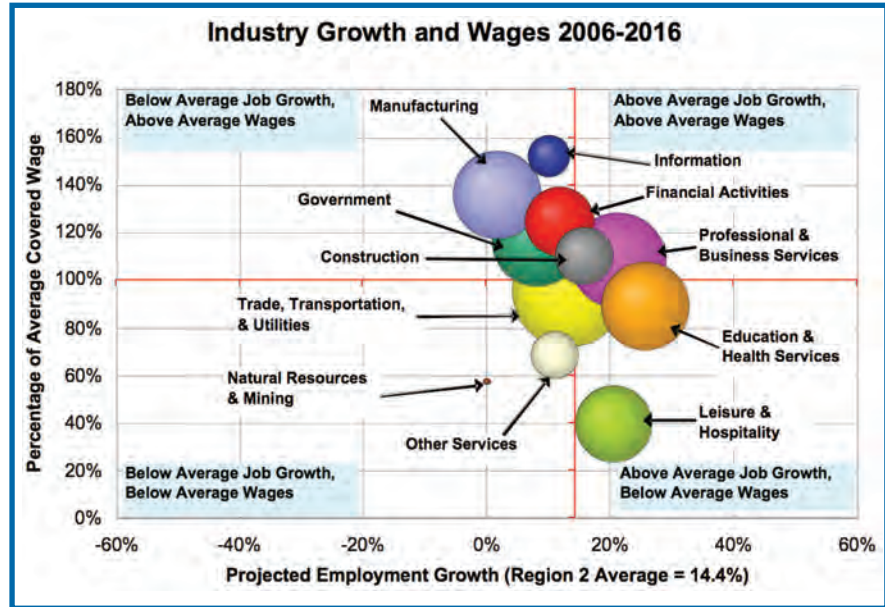
Region 2 - City of Portland, Washington and Multnomah Co

Local Workforce Investment Board: *Worksystems, Inc. (WSI)*
 503.478.7300 www.worksystems.org

Community College(s): *Portland Community College, Mt. Hood Community College*

Unique Characteristics of the Region:

Occupying little more than one percent of the state's total square miles, Region 2 is home to one-third of the state's residents, one-third of its businesses, 41 percent of its jobs, and more than 70 percent of employment in the high-tech manufacturing sector. Region 2 is an important air, rail, water, and highway transportation hub, as well as a center for several economic sectors, including high-technology, metal manufacturing, and finance.



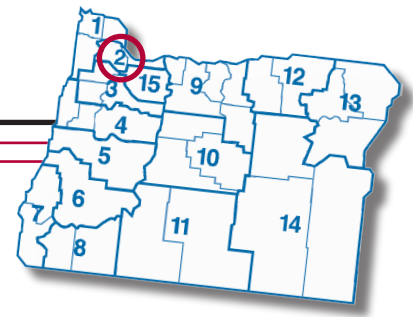
Accomplishments:

- Partnered with the Oregon Employment Department (OED) to create a single point of contact for business recruitment and placement services through 503.257.HIRE.
- Partnered with local and state economic developers, community colleges, OED and other partners on business opportunities resulting in the creation of hundreds of jobs. Projects included Genentech, Netflix, Triquent, Welch Allen, and Yahoo.
- Developed WorkSuccess – a nationally recognized program that links at-risk youth with career exposure opportunities in local high growth, high demand industries.
- Awarded over \$1.4 million in direct contracts to regional employers to train over 2,200 workers.

- Supported the development of WorkSource Portland Metro – providing job search, career planning, skill development, educational assistance, and placement services to over 20,000 regional workers and job seekers.
- Generated nearly \$7 million in competitive grants and contracts.

Clusters and Industry: Region 2 is actively working with the following industry clusters: The Oregon Bio-Science Association · Manufacturing 21 · The Northwest High Performance Enterprise Consortium · The Software Association of Oregon · The Semi Workforce Consortium · SEMI · The Oregon Alliance of Senior and Health Services · The Oregon Healthcare Association





Challenges:

- Growing mismatch between the skills employers need and the skills job seekers bring to the table
- Increasing number of workers who speak English as a second language
- Looming retirement of highly skilled workers
- Increasing demand, decreasing resources

Innovations, Sustainability & Future Plans:

Worksystems created a training fund to address occupational skill gaps in high growth/high wage industries, working with employers to identify and prioritize industry workforce needs and solutions.

Regional partners are working to grow and evolve WorkSource Portland Metro, focusing on skill development and postsecondary training to increase wages and advancement opportunities and the quality and quantity of services.

Regional Highlight

The Northwest High Performance Enterprise Consortium (NWHPEC) received a \$100,000 grant from Worksystems to deliver lean ESL training to their members. NWHPEC's membership includes many relatively small firms that would not have been able to access the assistance without the grant and NWHPEC. Lean ESL training was delivered via a partnership between Portland Community College and the Oregon Manufacturing Extension Partnership: 143 workers got trained and a public domain curriculum was produced. Interest in the curriculum spread nationwide and has been shared with organizations as far away as the Brooklyn Chamber of Commerce.

Competing in the Global Market

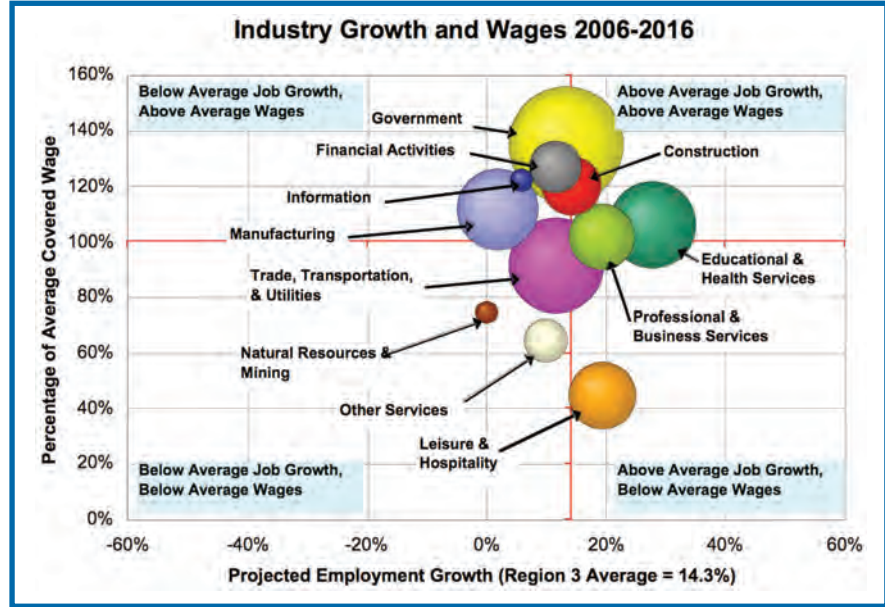
Region 3 - Marion, Polk and Yamhill Counties

Local Workforce Investment Board: *Enterprise for Employment and Education*
 503.581.1002 www.workforce-solutions.net

Community College(s): *Chemeketa Community College*

Unique Characteristics of the Region:

The region is among the most high-yielding agricultural producers in the state. Its wine industry is world class. It also houses the state's second largest city, Salem, and has a vibrant manufacturing base. The state capitol is located here, resulting in significant public sector employment. We are part of a highly mobile labor shed along with Portland Metro. The local population is younger, more Hispanic, and growing faster than the state average.



Accomplishments:

- Created food processors, metals and high performance consortia to address workforce needs of 50+ companies.
- Completed the Gateway Project providing advanced manufacturing training to 1,700 individuals.
- Implemented career pathways for manufacturing.
- Sustained 4 WorkSource Centers and a Youth Opportunity System to assist individuals with career planning, job search and educational assistance.

Clusters and Industry: The local manufacturing cluster grew out of food processing, metals and wood products. Today, highly specialized manufacturers, including Garmin, Climax Portable Machines and A-dec, are locating and growing here. The Enterprise for Employment and Education based its Local Workforce Plan on the needs of the manufacturing cluster.

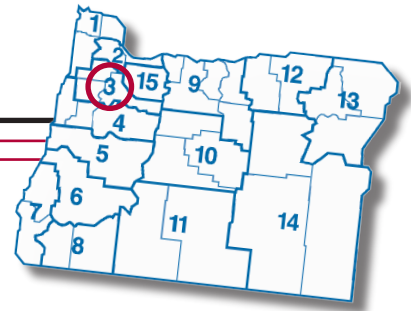
Challenges:

- Growing mismatch between the skills businesses need and job applicants have.
- Drop out rates above the state average.
- Talent drain to higher wage Portland jobs.
- A large number of small companies needing human resources assistance.

Innovations, Sustainability & Future Plans:

The Enterprise and its partners helped 14 local manufacturers implement high performance techniques, improving their ability to compete. Efforts are underway to expand consortia and develop cross industry training. The Enterprise has clarified the vision, roles, responsibilities and expected outcomes for workforce development programs in the region. Next year, we plan to work more closely with Portland Metro to find regional solutions to workforce issues.





Regional Highlight

"A.R.E. Manufacturing, Inc. creates precision components. After tripling in size, we realized we'd lost control of many core aspects of our business. To empower employees to affect changes impacting our sustainability, a significant investment in lean enterprise training was needed. We could not afford this investment.



"Through the Enterprise we accessed \$150,000 in training grants. Today, all employees have received lean manufacturing training. We have transitioned from a traditional departmentalized organization to one with self-managing teams implementing real time improvements.

"Our sales increased by \$500,000, while operating efficiencies yielded \$300,000 in savings. On-time delivery improved from 75% to 96%. We added 15 new jobs and the average employee wages increased from \$13.62 per hour to \$15.54 per hour."

- Alvin Elbert, President,
A.R.E. Manufacturing, Inc.

Competing in the Global Market

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Region 4 - Benton, Lincoln and Linn Counties

Local Workforce Investment Board: Linn, Benton and Lincoln County Workforce Investment Board 541.757.4261 www.working4you.org

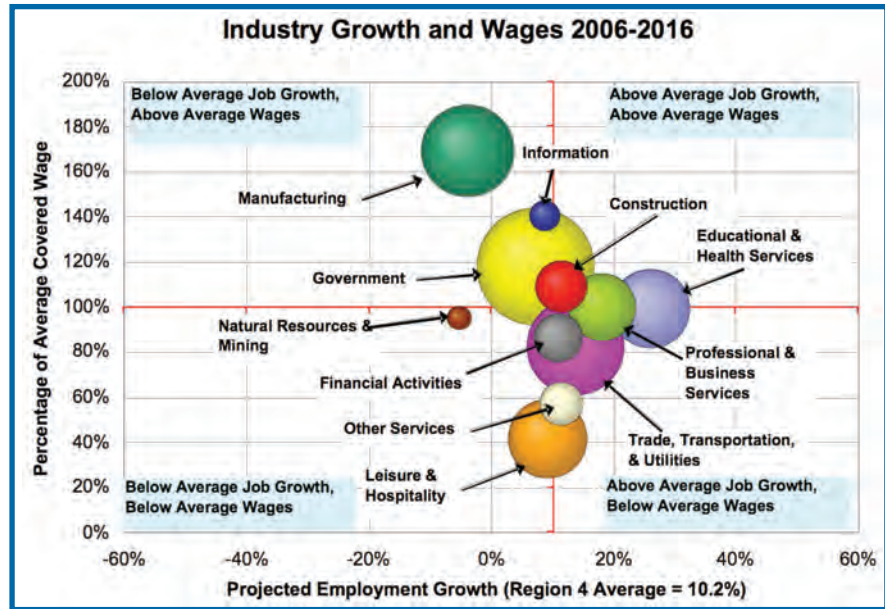
Community College(s): Linn-Benton Community College (LBCC), Oregon Coast Community College (OCCC)

Unique Characteristics of the Region:

- Benton County's economy is based on Oregon State University (OSU), agriculture, high technology, and lumber products manufacturing.
- Lincoln County's economy is based on tourism, Oregon State University's Hatfield Marine Science Center, commercial fishing, paper manufacturing, and the Confederated Tribe of the Siletz Indians' casino.
- Linn County's economy is based on rare metals manufacturing, mobile home manufacturing, grass seed and other farming, food processing, distribution centers for retailers, and lumber and wood products.

Accomplishments:

- Sponsored drug-free workplace education programs for local businesses
- Served more than 22,000 job seekers through the WorkSource Oregon One Stop system
- Distributed over \$223,000 in Employer Workforce Training Funds to 12 local businesses to upgrade the skills of hundreds of their employees
- Served approximately 350 youth through our provider's programs

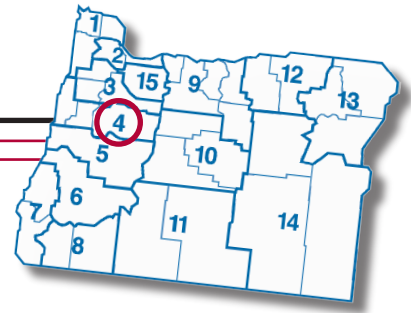


Clusters and Industry: Forest/Wood/Paper Products, Food Processing, and Health Care have the largest number of firms in the region, and Region 4 has a significantly larger portion of people employed in the metals industry as compared to Oregon. High Technology and Health Care contribute significantly to the local economies, and Tourism, while not meeting the definition of Traded Sector, is the main economic driver along the central Oregon coast.

Challenges:

- Ensure that employers have a skilled workforce for competitive success in the global market.
- Build a flexible, unified workforce education and training system that consistently meets or exceeds the needs of Oregon's workers and businesses.
- Expand and strengthen continuous quality improvement system.





Innovations, Sustainability & Future Plans:

- Continue to provide funding sources targeted at the skill upgrading of incumbent workers and support the use of high performance practices.
- Support work readiness training in the secondary and post-secondary school systems.
- Implement and monitor community based alliances and partnerships.

Regional Highlight



Ten youths, ages 15-18, worked on the Oregon Youth Conservation Corps (OYCC) trail crew at Fort Hoskins Historic Park. They participated for seven weeks trimming overgrown plants, removing fir trees and invasive species, and graveling the 1.2 mile trail. The crew learned about ecological communities, navigating with GPS, plant and animal identification, and conservation. The crew members earned First Aid/CPR certifications through the American Red Cross and attended a 16-hour training course called "Workin' It Out" that taught problem solving skills in the workplace. WIA and OYCC funded the internship and each crewmember earned an average of \$1200 and two credits toward his or her high school diploma. The project proved to be a huge success, with one crew member attending college, one receiving a high school diploma with a goal to attend winter term at LBCC, and eight continuing to work towards their high school diploma.

4

Competing in the Global Market

Region 5 - Lane County

Local Workforce Investment Board: Lane Workforce Partnership
541.682.3800 www.laneworkforce.org
Community College(s): Lane Community College

Unique Characteristics of the Region:

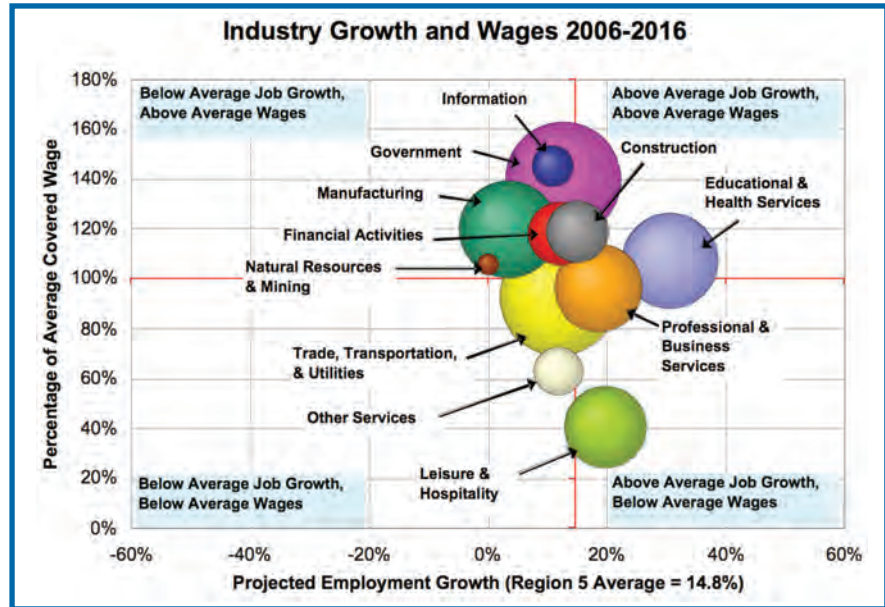
The fastest growing jobs in Lane County require post secondary education and training. Twenty-five percent of residents have at least a Bachelor's Degree. The Hispanic population makes up 5% of the total Lane County population and is the fastest growing segment with a 20% increase over the past four years.

Accomplishments: Lane Workforce Partnership has made great strides in aligning business, education and workforce services and delivery.

This work has been accomplished through three active business-led consortia groups; the implementation of "grow your own" and wage-progression programs; industry-driven curriculum development; and an internship program that links high school youth with a variety of growth industries.

Clusters and Industry: Lane County's targeted manufacturing clusters include: Wood Products; RV/Transportation; Machinery; Computer/Electronics; and Food Processing. Other targeted clusters include Software Publishing and Health Care/Bio-sciences.

Challenges: Lane County's most significant workforce challenge is a serious skills shortage in growing and emerging industries, resulting from rapidly changing technologies, retiring baby boomers and a lack of work readiness among emerging

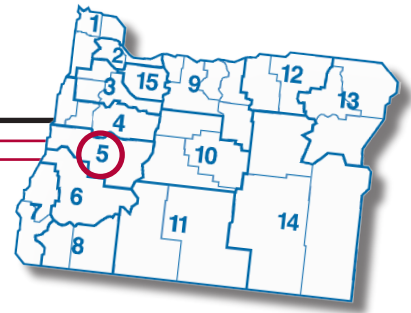


workers. Another major challenge is the increasing number of residents who work full time, but are unable to support themselves and their families, often referred to as the working poor.

Innovations, Sustainability & Future Plans:

Lane Workforce Partnership is using innovative practices to collect real-time data on business and workforce needs. This information is summarized bi-annually in a widely distributed State of the Workforce Report. Events such as industry "Road Trips" and facilitated business-education conversations result in strong private-public partnerships. Under Lane Workforce Partnership's leadership, a broad coalition of workforce development, education, economic development, and human services partners will continue to work to align resources and strategies to grow and sustain a healthy local economy.





Regional Highlight

In 2006 the Lane Workforce Partnership invested youth funds to develop a new program in partnership with South Lane School District. The two-year program was designed to attract high school students to the Emergency Medical Technician (EMT) field.

The curriculum was directly tied to EMT industry-based standards. It includes a classroom component taught by a Lane Community College EMT instructor, field work, and paid internships. In 2007 the program was articulated with the college which allowed students to earn both high school and community college credit.

The program started with twelve students, all of whom are in their second year of training. The photo shows youth practicing EMT techniques.



Region 6 - Douglas County

Regional Workforce Investment Board: *Umpqua Training and Employment*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

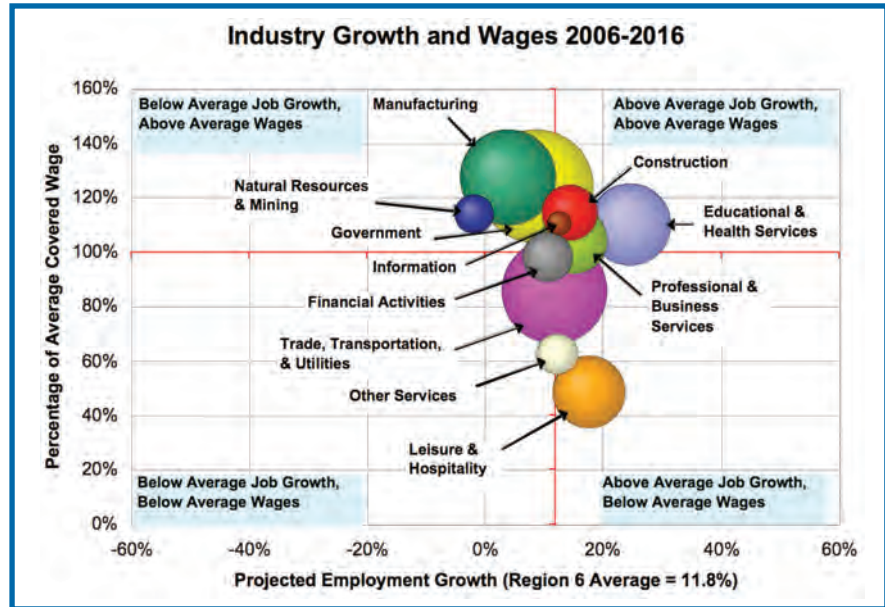
Community College(s): *Umpqua Community College*

Unique Characteristics of the Region:

Douglas County RWIB is unique; it is a subcommittee of the Economic Development Committee of the Roseburg Area Chamber of Commerce (RACC has more than 700 members). As such, it is directly linked to the business community.

With over 5,000 square miles, and more than 100,000 residents, our "virtual" One Stop, www.douglasworklinks.net, serves all Douglas County residents with access available at home, at the two full service One Stops, and sixteen affiliate sites including all the branches of the Douglas County Library system.

Members of the Regional Workforce Investment Board, the Regional Investment Board and the Workforce Response Team interact regularly with the Douglas County Industrial Development Board, the Coos-Curry-Douglas Business Development Corporation and the Umpqua Economic Development Partnership allowing a near perfect alignment of priorities and coordinating activities. This alignment sustains the ability to serve our business community efficiently and effectively.

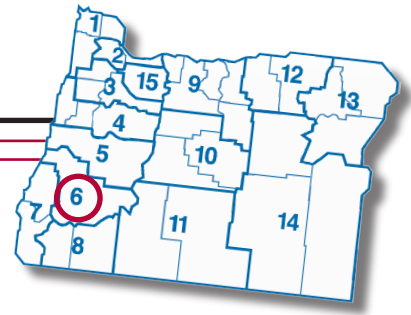


Accomplishments:

- On-going proactive communication and action between educators, the business community and the One Stop system to support an improved and connected work readiness agenda for the emerging workforce.
- Six new vocational programs were recently introduced at Umpqua Community College.
- WorkSource Oregon and the Douglas County RWIB co-sponsored a successful Employer Expo! (job fair) with over 50 businesses participating and approximately 650 job seekers attending.

Clusters and Industry: The Economic Development strategy in Douglas County centers on expanding our metals and related industries, working to attract medical equipment manufactures and assisting our wood products manufacturers in expanding





and creating additional return on investment in both infrastructure and human capital outlays.

Innovations, Sustainability & Future Plans:

Region 6 has partnered with the Roseburg Area Chamber of Commerce for “Connecting the Emerging Workforce with Business” with over 200 high school juniors and seniors attending to talk with business owners, managers and industry leaders.

Regional Highlight

The partners of Region 6’s WorkSource Oregon system work closely together to serve the employment needs of the Douglas County business community. Education, training, career pathways, program development and funding issues are discussed on a regular basis - evident through the number of new programs recently made available at Umpqua Community College, as well as the programs being placed on the Eligible Training Provider List. Employer Workforce Training Funds and industry collaborative efforts, such as an Apprenticeship Summit and Wood Products Summit have been successful.

A strong relationship between educators and business has set the foundation for building a strong emerging workforce in Douglas County, emphasizing to students the need for a steady attendance record, positive soft skills and post-secondary education.

From industry clusters, wage gain, college enrollment and job retention, each partner strives to serve their organizational requirements, but more importantly to serve our community.

Competing in the Global Market

6

Region 7 - Coos and Curry Counties

Regional Workforce Investment Board: *South Coast Business and Employment Corporation*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance 541.928.0241 www.tocowa.org*

Community College(s): *Southwestern Oregon Community College*

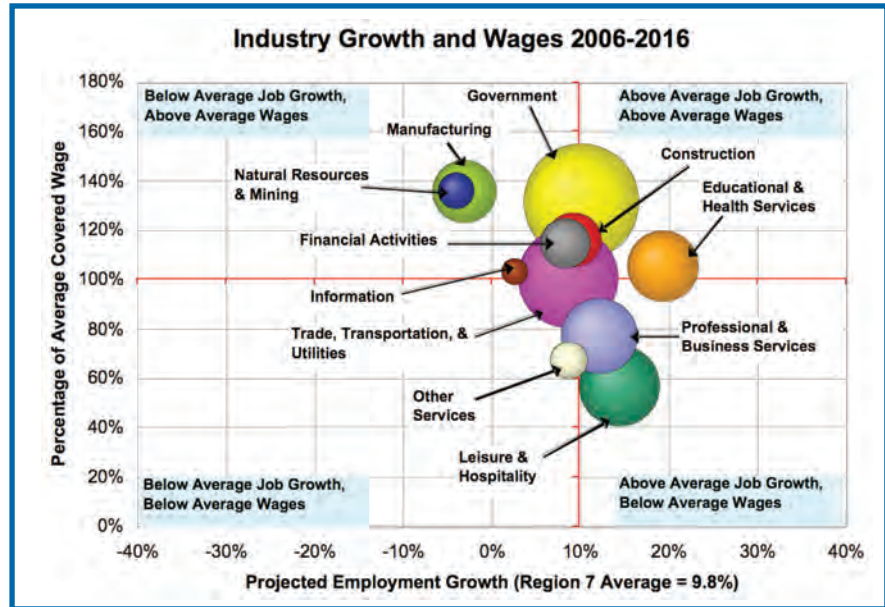
Unique Characteristics of the Region:

Well known for its world class salmon fishing, beautiful ocean beaches and pristine hiking and camping, Coos and Curry Counties contain about 40% of Oregon's coastline. Our population is growing but the median age of the populations is getting older. Travel to this region is sometimes difficult but tourism is a big industry in both Coos and Curry counties.

Accomplishments: Workforce Partners and Economic Development partners work closely together in both counties. With the development of the Business Resource Team they have been able to provide assistance to new and expanding business as well as Rapid Response assistance for businesses that are closing or downsizing.

Clusters and Industry: Industries are Natural Resources and Mining, Construction, Manufacturing, Trade, Transportation and Utilities, Information, Financial Activities, Professional and Business Services, Education and Health Services, Leisure and Hospitality and Government.

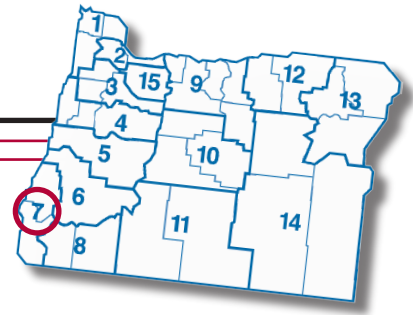
Challenges: In Curry County residents and business still don't have access to high speed internet. In both counties transportation is a huge problem



for all business owners who depend on import or export of product; Coos County recently had all rail service cut off with no hope of it being reinstated in the near future. The natural resource industries are experiencing a serious decline, but growth of the retirement sector has added employment in retail trade, services and health care.

Innovations, Sustainability & Future Plans: In 2007, a Business Retention and Expansion Survey concluded that one of the best prospects for future growth in Curry County is within existing businesses. "Redevelopment and reinvestment in local resources is one of the most important ways to breathe new life into existing communities which are in need of social, physical, environment or economic assistance and are lacking new investment and private enterprise," states Susan Brown,





Director of Curry County Economic Development. An important factor in attracting new business and retaining existing business is to make available essential services and amenities.

“Thanks to that scholarship we will be able to continue our services of x-ray and phlebotomy in Myrtle Point.”

– North Bend Medical Center staff

Regional Highlight

Employers in our region often struggle to fill positions for trained qualified candidates such as the X-Ray Technician position needed at North Bend Medical Center. “Mr. White” was working as a helper in the radiology department at Bay Area Hospital. North Bend Medical Center was able to hire him and direct him to a scholarship through South Coast Business Employment Corporation to attend school in Portland every weekend for four months. “Mr. White” states, “Due to the help from South Coast Business Employment Corporation, I was able to get the training needed and stay in my local area to finish raising my teenagers. I believe that this has shown my teens that no matter what age you can get higher education to better yourself.”

Competing in the Global Market

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Region 8 - Jackson and Josephine Counties

Local Workforce Investment Board: *Rogue Valley Workforce Development Council*
 541.776.5100 www.jobcouncil.org

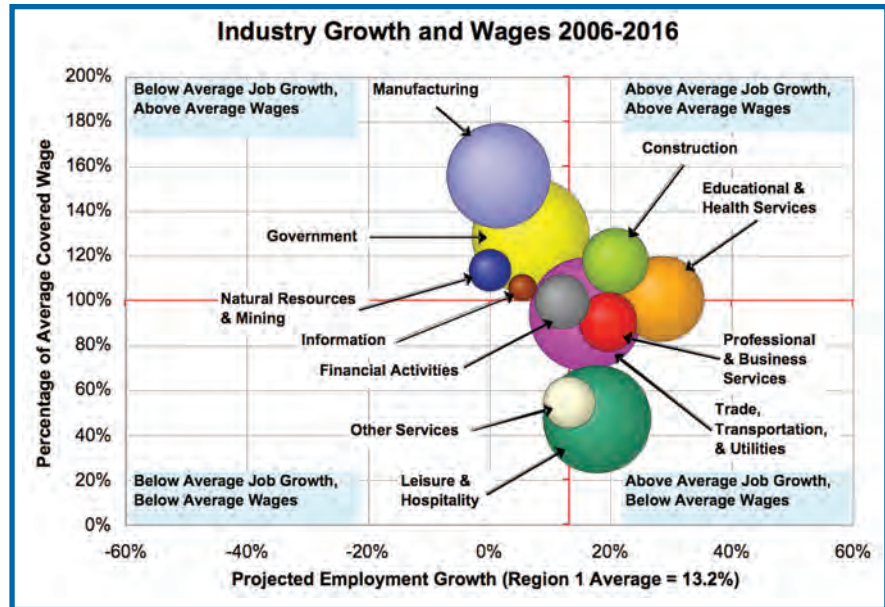
Community College(s): *Clatsop Community College (CCC),
 Tillamook Bay Community College (TBCC)*

Unique Characteristics of the Region:

Jackson and Josephine Counties continue to diversify economically, as both counties have become homes to innovative, small business manufacturing concerns. Natural resources still play a significant role in the economy as primary and secondary wood products, specialty agriculture and an expanding wine industry emerge in the local area. The natural beauty, performing arts of Ashland's Shakespearean Festival and Jacksonville's Britt Festival, and other factors make Southern Oregon a destination location for tourism.

Accomplishments: During 2006-2007 the Rogue Valley Workforce Development Council has successfully aligned workforce development and economic development strategic directions. This is largely the result of active participation and strong leadership of board members.

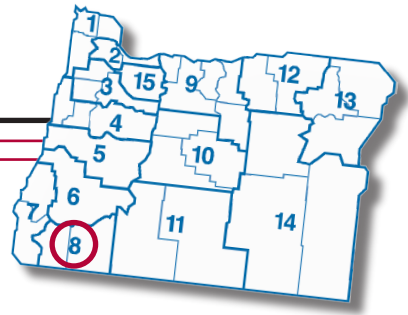
Clusters and Industry: Workforce Response Team/economic development targeted traded sector industries include manufacturing/manufacturing parts suppliers, heavy lift helicopter cluster, metals fabrication, tourism, electronic shopping, in-bound call service centers, healthcare, transportation, and other miscellaneous traded sector businesses.



Challenges: Southern Oregon's meteoric rise in housing prices presents major complications to an already existing skills shortage in numerous occupational areas. In many cases key industries are targeting their recruiting to other areas; for businesses in the San Francisco Bay Area, where homes are even more expensive, Southern Oregon provides attractive housing options.

Innovations, Sustainability & Future Plans: The Rogue Valley Workforce Development Council's "PowerUp Southern Oregon" strategic initiative, a part of the board's strategic plan, seeks to transform the public workforce system to become demand-driven. One of the first tactics is to begin recruiting under-employed and lower-paid service and retail workers to consider career changes into key traded sector skill pathways.





Regional Highlight

The Rotary Blade and Fixed Wing Aviation Maintenance Industry located in the Rogue Valley have come together to form the first Airframe and Power Plant Technician Apprenticeship in Oregon. The Southern Oregon Aviation JATC joined in partnership with Rogue Community College and the Bureau of Labor and Industry to create an approved program that provides classroom instruction, workplace employment and experience to prepare for the Federal Aviation Administration testing as licensed Airframe and Power Plant Technicians. The program presently has 11 apprentices enrolled representing 5 Rogue Valley companies. The number of heavy lift companies in our region has reinforced the need for apprenticeship as an important resource in training the workforce.

Region 9 - Gilliam, Wasco, Hood River, Sherman and Wheeler Counties

Regional Workforce Investment Board: *Mid Columbia Council of Government*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Columbia Gorge Community College*

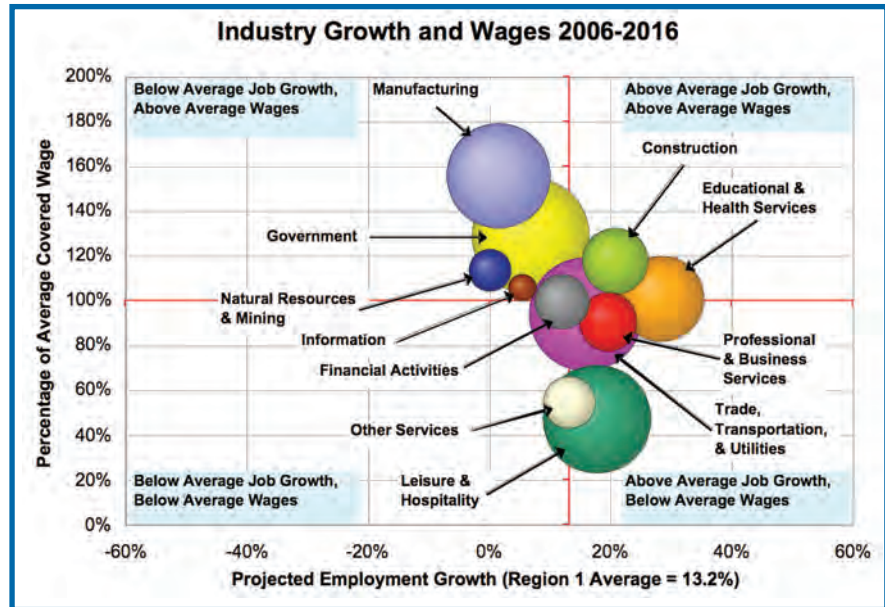
Unique Characteristics of the Region:

Region Nine is located in the north central portion of the state and is composed of Gilliam, Wheeler, Wasco, Sherman and Hood River counties. The region is nearly 6,700 square miles with approximately 50,000 residents, with the Columbia River forming its northern border with Washington State.

Scenic attractions include the Columbia River Gorge, Mt. Hood, State and National forests, fossil beds, and many other outdoor recreational activities.

The region's economy is highly seasonal with agriculture, food products and tourism forming the backbone. The region is among the state's top producers of tree fruits and grain.

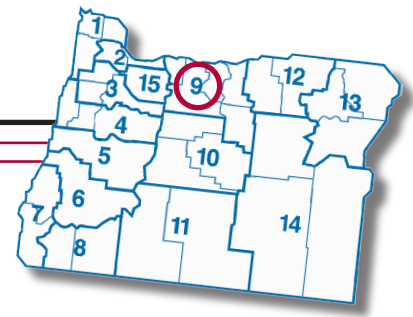
Accomplishments: The regional WorkSource Oregon One-Stop is currently in the process of expanding its on-site service base to include WIA Migrant and Seasonal Farm Worker services with the inclusion of the Oregon Human Development Corporation. Regional partners are pursuing additional funding through a Community Based Job Training Grant to more than double the capacity of the current renewable energy technician training program.



Clusters and Industry: Industry clusters in this region are formed around: Manufacturing with emphasis on recreation and leisure products, metals, value added agriculture and building products; Technology: software, aerospace, alternative energy generation; Tourism and leisure; Health Care and Agriculture.

Challenges: Workforce development programs are faced with long-standing issues of limited resources, transportation, housing, and child care. Workforce partners are providing coordinated service delivery, but all programs lack discretionary resources to contribute any funds except information and referral. Funding for core service delivery has also been reduced, so the challenge is to identify other funding sources to address client issues.





Innovations, Sustainability & Future Plans:

Innovative exploration of other resources to respond to program needs and coordination of services remains a very important approach to sustaining the viability of workforce development, along with alternative/ additional grant and funding opportunities.

Regional Highlight



In 2005 the Mid-Columbia Council of Governments (MCCOG) researched the impact of the region's wind turbine renewable wind energy projects on regional workforce development.

MCCOG and the Region Nine Workforce Investment Board (RWIB) developed a Needs Assessment/ White Paper on current and projected needs for technicians compared to projects operating and those in planning and construction. The paper was presented to Columbia Gorge Community College to demonstrate the need for a training program – the college lacked funds to develop it.

In 2006, MCCOG, the RWIB and the College submitted a proposal for Consortia Building, to the Governors Office on Workforce Policy. The proposal was to form a consortium to develop curriculum for the training. The College formalized the program of instruction and started the training program January 2007.



Competing in the Global Market

Region 10 - Crook, Deschutes and Jefferson Counties

Regional Workforce Investment Board: *Central Oregon Intergovernmental Council*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Central Oregon Community College*

Unique Characteristics of the Region:

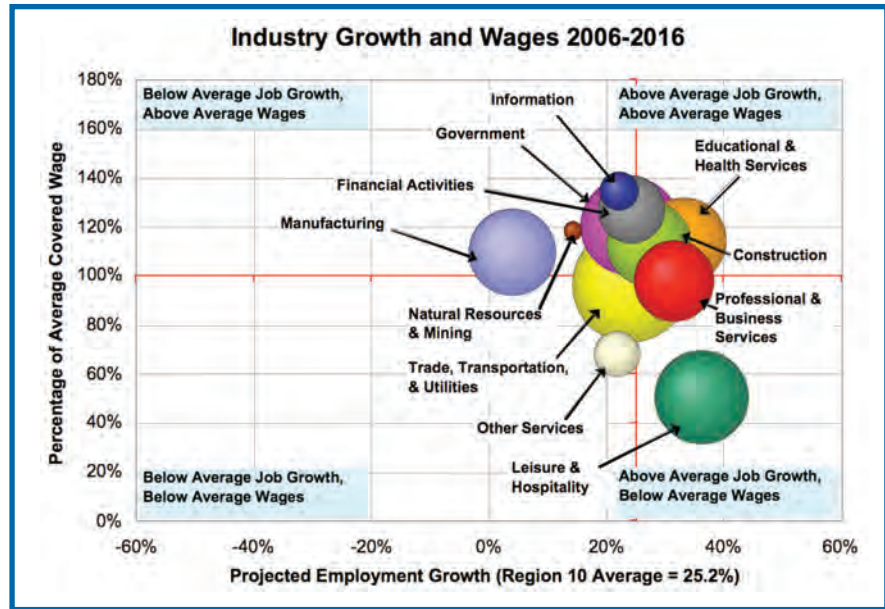
Central Oregon continues to lead the state in population growth. According to Portland State University, Deschutes County was the fastest growing county in Oregon from 2000 to 2007, with Crook and Jefferson finishing second and third. This rapid population growth has not led to high unemployment rates; the region is experiencing near-historic lows in unemployment in part due to job growth that is out-pacing most of the state.

Accomplishments:

Eight Central Oregon traded sector businesses took advantage of Workforce Response Team training grants over the past year, resulting in 375 incumbent workers trained, 48 jobs created or retained, and increased business efficiency and productivity.

The Workforce Investment Board increased the awareness of workforce challenges resulting from rising housing costs in the region.

The High Desert Enterprise Consortium (HiDEC) was established – a manufacturing and technology industry group that shares best practices and professionally-developed curriculum in productivity and process improvement, lean waste reduction and other continuous improvement training, representing more than 5,000 employees.



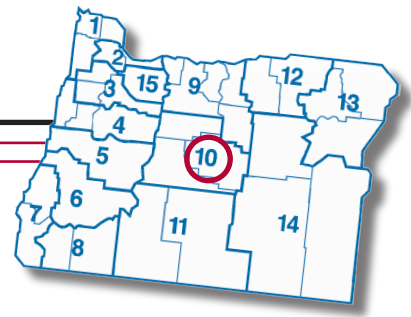
Clusters and Industry: Economic clusters include hospitality and tourism, manufacturing, secondary wood products, agriculture, renewable energy, aviation/aeronautics, recreational equipment, high tech, and prison/corrections.

Challenges: With historically low unemployment rates, the region faces a shortage of skilled, "job-ready" workers. This shortage is compounded by high housing costs, increasing commuting rates, a lack of regional public transportation, and shortage of affordable child care options.

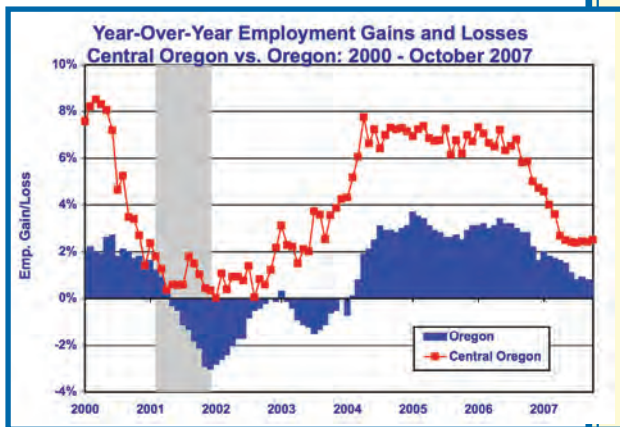
Innovations, Sustainability & Future Plans:

The Business Resource Network (BRN) is a group of front-line workforce partners who offer workforce solutions to a variety of businesses and industries by fully engaging resources from each of the partners via a single point of contact. The BRN has developed a successful model for delivering these





services, including education and training, recruiting, personnel, economic and wage information, financial incentives and business loans and grants.



Regional Highlight

Central Oregon-based GL Suite is a fast-growing provider of software and services for government regulatory clients. To find an adequate supply of qualified employees who were able to contribute immediately to the company's success they contacted WorkSource Central Oregon.

WorkSource Central Oregon analyzed GL Suite's human resource policy needs, helped recruit additional employees, and the Workforce Response Team (WRT) awarded training grants that encouraged GL Suite to invest in the development of training materials and systems to improve the skills of new hires.

GL Suite president Bill Moseley says, "As the cost of each new employee dropped, our ability to finance additional new employees grew and that led to overall employment and revenue growth... The assistance GL Suite receives helps us grow and create quality employment opportunities for our community."

Competing in the Global Market

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Region 11 - Klamath and Lake Counties

Regional Workforce Investment Board: *Klamath and Lake Counties*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Klamath Community College*

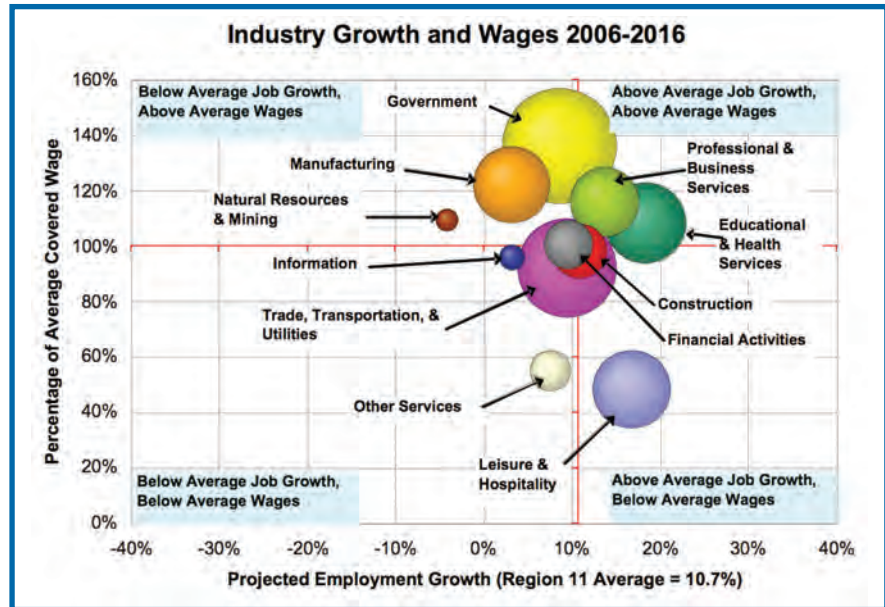
Unique Characteristics of the Region:

The natural beauty of the region features varied waterways and the highest peaks along the Cascade Mountain ridge. The business community says that the ability to attract and retain a skilled workforce is critical to meet the challenges of the future.

Accomplishments: The regional workforce investment board (RWIB) is developing a community workforce planning strategy to prioritize private business workforce training needs. Accomplishments for 2007 are:

- The completion of RWIB bylaws and policies.
- The oversight, certification and opening of the Klamath and Lake Counties One Stop Service in downtown Klamath Falls, OR.
- Active participation from members to create a strategic plan which identifies solutions with a focus on private partnerships in the community.

Clusters and Industry: Klamath and Lake Counties have a strong dependence on timber and agriculture-oriented industries. Potential for new economies in the region is based upon current clusters and existing natural resources. Geothermal energy is being considered as a regional cluster of

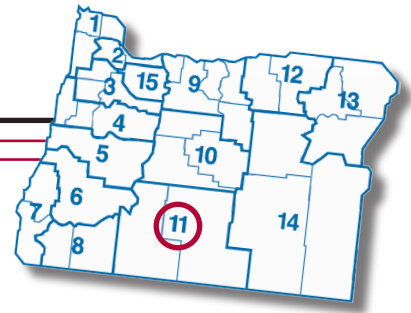


the future and farm owners are experimenting with new crops in the region (e.g. using canola as an alternative fuel source).

Challenges: The challenge for the regional workforce investment board is to continue to build partnerships between public and private sectors. The regional workforce board will continue to expand its influence in the region with ongoing education and community forums.

The region has a unique opportunity to diversify economies by focusing on existing renewable energy sources. Specific strategies and priorities for maximizing the use of these resources need to be developed – as does the ability to provide training, apprenticeship and certification opportunities for skilled labor.





Innovations, Sustainability & Future Plans:

The region will continue to support and rely on wood products and timber industries for economic security and future job growth. The WIB will focus on sustainability and collaborate with existing business owners and institutions of higher education to provide skilled workers for present and future businesses. The board will continue to meet the needs of businesses by building the skills of the current, transitional and emerging workforce.

Regional Highlight



For Chris Stickles, the Klamath One Stop provided an opportunity to find work and return home. After an initial skills assessment and evaluation, One Stop staff referred Chris to a job opening as the Klamath Community College (KCC) Community Outreach and Continued Education Specialist. Stickles' responsibilities include working with employers to identify their companies training needs and providing the training for employees.

"I feel that by working for the community college I am given an opportunity to achieve my highest purpose in life, to find a career path that provides a chance to be of service in my community. Everyone deserves an opportunity to improve themselves and gain new skills and knowledge; the Klamath Falls One Stop Service works together with business, education and community to provide it," says Stickles.

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Competing in the Global Market

Region 12 - Umatilla and Morrow Counties

Regional Workforce Investment Board: *Community Action Programs of East Central Oregon*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Blue Mountain Community College*

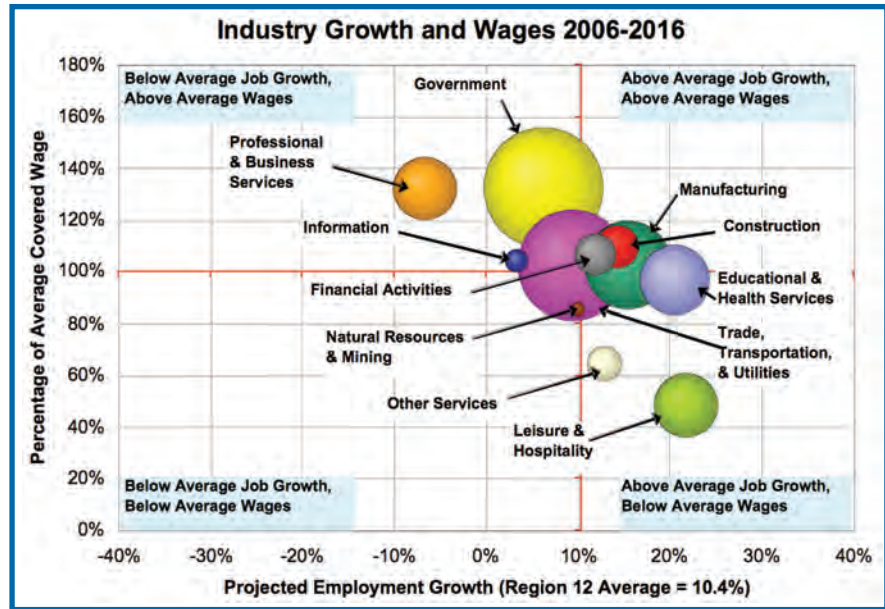
Unique Characteristics of the Region:

Despite its sparse population (approximately 84,000 and an area of 5,246 square miles), the region sustains a robust economy with three predominant employment sectors: agriculture, manufacturing, and services, including hospitality and government.

Workforce education is served primarily by Blue Mountain Community College (BMCC) and its various campus centers. With programs ranging from adult basic education to 11 Allied Health professions, the college participates at every level of workforce readiness and skills upgrades.

Accomplishments: The collaboration represented by the One Stop partnerships in Region 12 is among its most significant achievements. Partners have worked with Keystone RV in Pendleton, the Union Pacific Hinkle repair shops, Wal-Mart regional distribution facilities and hundreds of other employers to insure a qualified workforce despite a relatively small local population base.

Programs ranging from JOBS to the Employer Workforce Training Fund are structured to ensure that the highest possible portion of available funding goes directly to employers and the workforce – where they have the greatest impact.

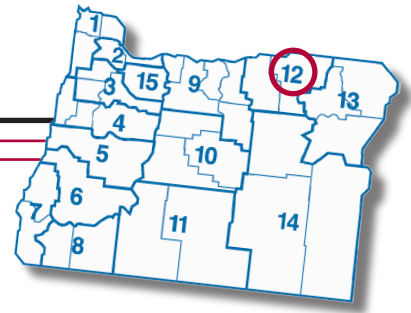


Clusters and Industry: Clusters that have a notable presence in Region 12 include:

- Business Services
- Logistics and Distribution
- Processed Food Products
- Agricultural Products
- Transportation Equipment
- Information Technology
- Healthcare
- Hospitality
- Government Services (including education)

Challenges: The key challenge in Region 12 is adequate public funding of employment and educational services for the workforce. Reduced federal funding, combined with historically high levels of employment, has resulted in a shrinking pool of work-ready individuals.





Innovations, Sustainability & Future Plans:

Vocational Rehabilitation (VR) and the Small Business Development Centers of BMCC are collaborating so that VR clients, once considered candidates for only traditional jobs, are supported in exploring self-employment as an equally viable option.

Tribal members of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) are collaborating in workforce development and job creation in the region. CTUIR is partnering with Accenture, an international technology consulting and professional services firm.

Regional Highlight



a difference in the rural community of Boardman, OR by providing discounted health and dental services to the underserved population of Morrow County. Its rural location sometimes makes it difficult to locate and hire staff that have specialized certifications.

With the assistance provided by the Employer Workforce Training Fund, staff members Mike Richardson and Naomi Gonzales completed a limited x-ray certification program which will enable them to process x-rays at the clinic – instead of sending a patient twenty-five miles to the nearest hospital. “Being able to provide x-ray services to our patients greatly increases the convenience and quality of care our clinic provides to the community,” says Richardson.

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Competing in the Global Market

Region 13 - Baker, Union and Wallowa Counties

Regional Workforce Investment Board: *Training and Employment Consortium*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Blue Mountain Community College*

Unique Characteristics of the Region:

The varied terrain of this region offers abundant natural resources: forested mountains, productive farm land, and fresh water. Irrigation has greatly changed the landscape, diversified the output of water for the area and helped the establishment and growth of food processing operations.

Accomplishments:

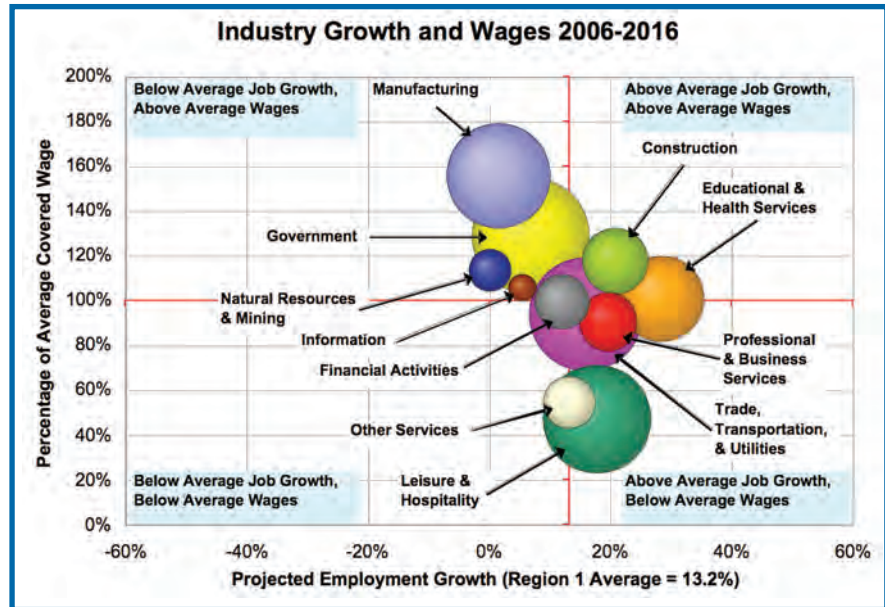
The RWIB has adopted the following strategies:

- Invest workforce system funds to support high school completion and attainment of diploma, GED or equivalent and prepare youth for a successful entry into the workforce
- Provide a forum to create common/ joint skill requirement standards to meet the needs of cluster/ consortia for all employers

Other accomplishments include:

- Full Oregon Workforce Alliance Membership achieved
- Summer Youth Work Experience Program delivered

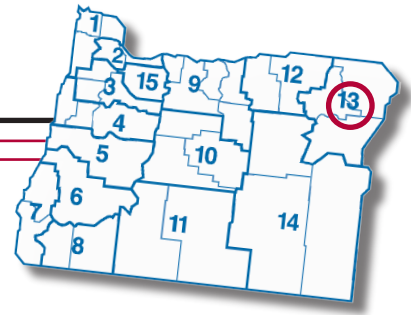
Clusters and Industry: Historically, the forest products industry was the key employer in the area; expansion of the wood products sector into secondary wood product manufacturing will provide increased employment opportunities in the region. Agriculture is another important industry cluster in the county. An arts industry has developed in the past 25 years with the establishment and expansion of bronze foundries and galleries.



Challenges: Because of high unemployment rates and the types of jobs that have been available in the region, the workforce is weighted towards semi-skilled laborers. These individuals need access to strong job training resources to participate in the diversification of the economy. The workforce investment board plans to work with private industries to identify these skill gaps, and then help coordinate public sector training programs for the region.

Innovations, Sustainability & Future Plans: The future lies in diversified industries such as general manufacturing, distribution facilities and the art industry. The RWIB members support the continuation and expansion of entrepreneurial development assistance programs which could help new businesses become established or expand existing private enterprise. Growth in the use of high technology equipment and telecommunications is projected to provide opportunities for new businesses.





Regional Highlight



Facing a shortage of skilled welders in Baker County, Behlen County Human Resources Director Kathy Gover-Shaw held meetings with community leaders, the workforce investment board and Baker High School to identify a solution. Thanks to an innovative public/ private partnership, meeting employer workforce needs also provides an opportunity for teens in the region.

Teens can now transition from their high school welding class to their first paid work experience. Currently 13 teens are working part-time at the Baker County Behlen plant learning welding and manufacturing while they hone their soft skills: communication, time management, interview skills, how to work as a team member, proper work attitude and more. Many high school graduates stay with Behlen and continue working, becoming fabricators or advancing to other departments.

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Region 14 - Grant, Harney and Malheur Counties

Regional Workforce Investment Board: *Training and Employment Consortium*

Local Workforce Investment Board: *The Oregon Consortium/ Oregon Workforce Alliance*

541.928.0241 www.tocowa.org

Community College(s): *Treasure Valley Community College*

Unique Characteristics of the Region:

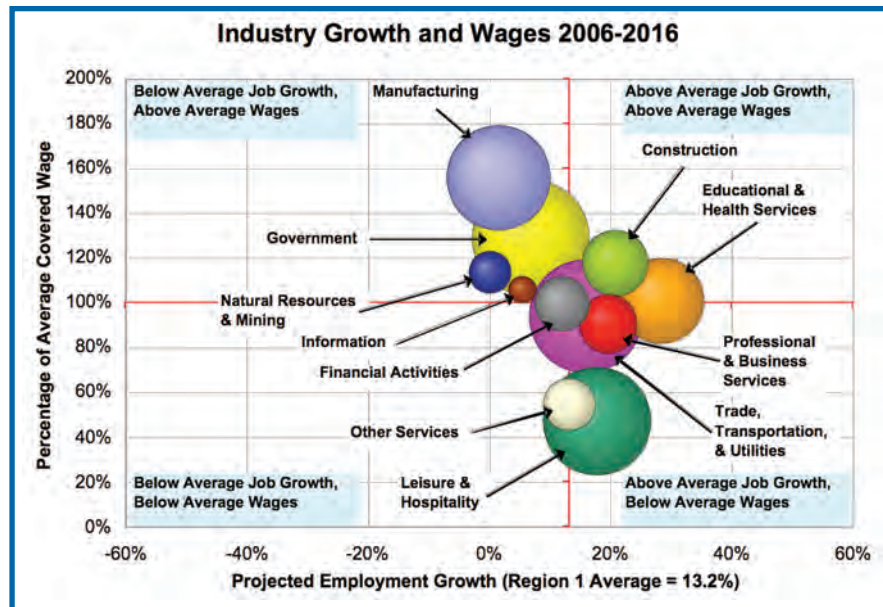
Region 14 encompasses more than one-fourth of the state's territory, making it the largest (by area) of the 15 workforce regions. This vast, sparsely populated area offers unique workforce challenges for Region 14.

Accomplishments:

Region 14 supplied more than \$500,000 over 5 years to employers for training through the Workforce Response Teams. With a focus on businesses, Region 14 has sponsored training programs for tax law training updates, barista certification, and banking for Spanish speaking customers. For business recruitment, Region 14 has concentrated on supplying Certified Industrial Land to attract and sustain businesses.

Clusters and Industry: Industry in Region 14 has a natural resource based focus with approximately 18% of employment occurring directly and indirectly in this sector. These jobs include mining, logging and agricultural jobs within the region. The largest sources of revenue for these areas come from the Natural Resources and Retail industries.

Challenges: With a natural resource based economy, Region 14 has been undergoing some dramatic changes and subsequent challenges as these industries' roles diminish. The major challenge is

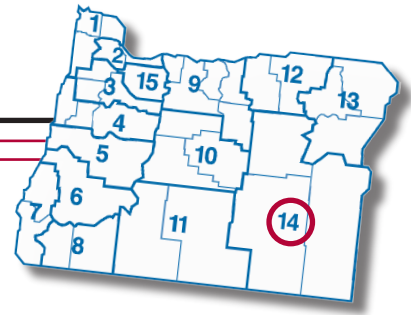


transitioning from natural resource dependence and developing new service-related, sustainable wage jobs within this market segment.

Innovations, Sustainability & Future Plans:

Region 14 has been an area sustained by agricultural interests. Harney and Grant counties have seen the timber industry and associated vertical businesses decrease in the past decade. The populations in these areas are aging, and transitional plans for economic replacement of the timber and farmland economies remain critical issues to be resolved.





Regional Highlight

The Workforce Investment Response Team (WRT) has strategically invested grant dollars in the development of regional health care talent to promote retention and higher wages for employees. Funds were distributed within the three-region county in three successful projects. Holy Rosary Hospital, in Malheur County utilized \$5400 to train their employees in the area of ethics for hospitals. Blue Mountain Hospital, in Grant County, funded a \$33,000 continuing education program for their employees, who achieved certifications for x-ray technicians and first aide responders, and Harney County Hospital funded \$34,596 for the development of a rural nurse internship program. This program was designed to increase skill levels for nurses within rural eastern Oregon.

Region 15 - Clackamas County

Local Workforce Investment Board: *Workforce Investment Council of Clackamas County, Inc.*
503.657.6958 www.wicco.org

Community College(s): *Clackamas Community College*

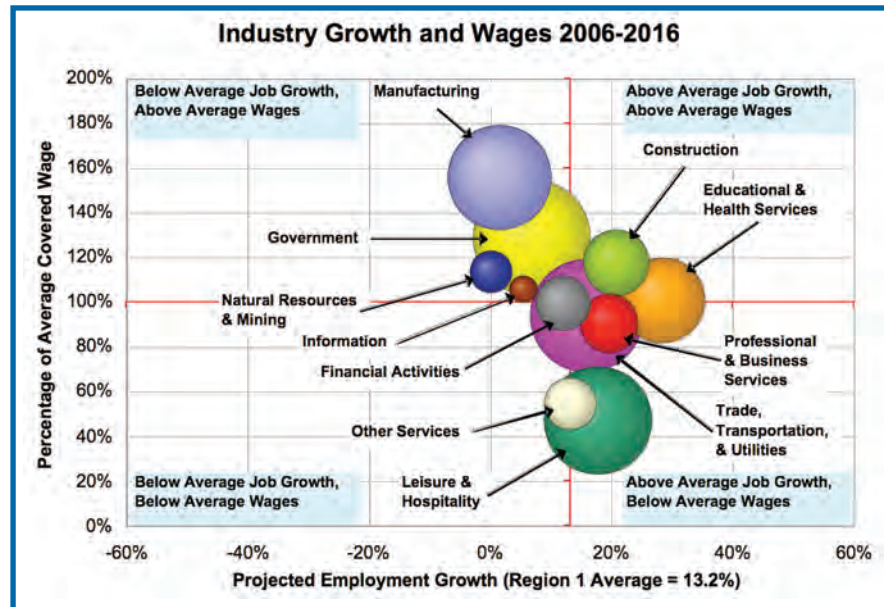
Unique Characteristics of the Region:

In Region 15, the Workforce Investment Council of Clackamas County, Inc. (WICCO) plays an important role in creating strategic priorities for the workforce development system and actively participates with the Clackamas County Business Alliance (CCBA) and industry led associations.

Accomplishments: The Economic Development through Growth and Education (EDGE) is a team of professionals representing the Oregon Employment Department, Clackamas Community College, Express Personnel, and DePaul Industries. Its purpose is to coordinate business services in the region, link economic development with education and workforce development, and serve as the WICCO's major outreach to business and industry.

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

Healthcare sector programs include Nursing Assistant Pathway for English Language Learners (NAPELL) program, the Medical Assistant Program

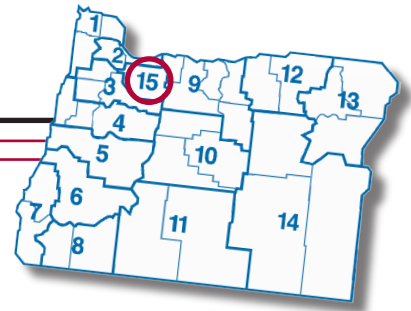


(MAP) program, and the Workforce Improvement with Immigrant Nurses (WIN) program.

Challenges: One of our greatest challenges is to identify and refer drug-free workers to our local employers. Sixty percent of Oregon businesses identify drug use as a "great" concern, yet without funding to pay for drug and alcohol testing and treatment we will continue to struggle with providing drug-free workers to our local business community.

Innovations, Sustainability & Future Plans: Business partners are pilot-testing a Basic Work Readiness Statement (BWRS), an assessment of new workers' foundational behavioral skills and basic skills in math, reading and locating information – a useful tool for employer recruitment and selection. The Board may choose to add a drug-free requirement to the BWRS.





The AWARE project (Advancing Workforce Awareness, Readiness, and Experience) serves to build a comprehensive, industry specific outreach plan to connect businesses with young people in schools and other youth programs for the purpose of advancing workforce awareness, readiness, and experience in Retail, Manufacturing, and Transportation & Logistics, but additional industries are planned.

Regional Highlight

The Summer Youth Academy (SYA) is a true partnership between education and business, serving WIA-enrolled youths ages 16-21. It combines two weeks of training followed by six weeks of on-the-job work experience with local employers. The SYA teaches problem solving, teamwork, and communication, and provides participants an opportunity to gain industry-specific skills in manufacturing, transportation and logistics, retail, or general office.

In 2007, the SYA referred 40 youth for employment opportunities and helped 30 youth successfully complete their work experiences in Clackamas County. Clackamas County employers hired 21 SYA participants for employment (an increase of more than 50% from 2006 to 2007).

The Emerging Workforce/Youth Council Committee of the WICCO has identified the expansion of the Summer Youth Academy as one of their priorities for 2007-2008.

Competing in the Global Market

15

Programs, Projects and Partnerships

The goal of the **Adult Basic Skills Program** is to provide and continuously improve the system of adult literacy services for Oregonians. These services assist adults in obtaining the knowledge, skills, and credentials necessary for post-secondary education, work, family self-sufficiency, and community and civic participation. Adult Basic Skills education includes preparation for the GED or the Adult High School Diploma, reading, writing, mathematics, speaking/listening in English, computer literacy, and critical thinking skills.



Post-secondary **Career and Technical Education (CTE)** is a program of study at the post-high school level that integrates technical career skill proficiencies with academic content and prepares students for the workplace, further education, training, and family and community roles. At the Community College level, students may earn an Associate of Applied Science degree and/or certificate of completion, preparing them for workplace entry and career success.

Carl Perkins Vocational and Technical Education Programs develop the academic, vocational, and technical skills of secondary and postsecondary students who enroll in career and technical education (CTE) programs. The focus of the state and local programs is to develop challenging academic standards, promote development of services/activities that integrate academic, vocational and technical instruction, and link secondary and postsecondary CTE and Tech Prep education for participating students.

Community College Instructional Programs assist college staff in the development and delivery of quality instruction and support services and support the articulation of students among K-12, community colleges, and OUS institutions.

The **Disability Navigator Initiative** makes job search easier for those with disabilities. Created by Oregon workforce partners, each of Oregon's 15 regions has at least one DPN to connect individuals with disabilities with the resources and services they need to find and retain work.

Dislocated Worker Services assist dislocated workers to obtain re-employment through local services, in some cases, including training. Eligible people include those unemployed or about to be unemployed due to a business closing down or laying-off employees, and displaced homemakers who are no longer supported by another family member. Participants must be 18 or older. Priority is given to those receiving public assistance and other low-income people.





Dual Credit and Tech Prep programs help high school students earn college credits. Many high school juniors and seniors are simultaneously enrolled in an Oregon community college while completing their high school graduation requirements. Dual Credit and Tech Prep programs are being actively expanded in Oregon, to make sure opportunities are available to high school students across the state.

Dual Enrollment Options in Oregon are student-focused College to University arrangements that enable college students to be formally enrolled at both a community college and an OUS institution at the same time.

The **Employer Workforce Training Fund (EUTF)** is an innovative, public-private investment plan designed to strengthen Oregon's competitive position in the global marketplace. The EUTF is unique in the country in that it creates three distinct but complementary tools that:

- Provide customized workplace training to workers currently on the job but struggling to keep pace with technological change,
- Build the capacity of Oregon's workforce development system to address statewide challenges due to skilled worker shortages in targeted industries, and
- Support retention and expansion of companies critical to regional economies across the state.

The **General Educational Development (GED)** Program provides Oregonians without a high school diploma a second chance to achieve a high school equivalent credential, pursue higher education and enhance career opportunities. Nationally, 97 percent of colleges accept the GED credential for undergraduate admission and 95 percent of employers view the credential positively in hiring.

The **Governor's Office of Education and Workforce Policy** advises the Governor on Oregon's Pre-Kindergarten-20 education and workforce system policies and strategies. The office supports effective and innovative education and training practices, accountability for meeting performance measures, and efficient use of resources.

iMatchSkills is the state's labor exchange system, connecting business and job seekers. This process is assisted by staff through a wide range of services available on-site and via the internet.

Labor Market Information (LMI) – Annually, Work-Source Oregon Employment Department (WSOED) Communications and Public Information staff responds to almost 10,000 labor market information requests, distribute more than 300,000 publications and reports, and make more than 400 presentations.

The **Oregon Department of Community Colleges and Workforce Development (CCWD)** provides leadership, accountability, and technical assistance to Oregon's 17 community colleges; 19 adult basic skills providers; seven local workforce investment areas; and 36 county-based programs.

The **Oregon Economic and Community Development Department (OECD)** provides economic and community development and cultural enhancement throughout the state by:

- Promoting a favorable investment climate to strengthen businesses, create jobs and raise real wages.
- Assisting Oregon communities to build capacity to retain, expand and attract business.
- Improving national and global competitiveness of Oregon companies.

Oregon Healthcare Workforce Institute (OHWI) is a non-profit organization launched by healthcare providers, educators, business, labor and the state to address critical shortages of healthcare workers. OHWI, a national model for workforce initiatives, is charged with developing a coordinated response to healthcare personnel shortages in every corner of the state.

The **Oregon State Board of Education (SBE)** works to ensure that every Oregon public school student has equal access to high quality educational services that prepares them for their next steps following high school graduation (college, work, citizenship) and enables today's students to be lifelong learners. The board sets educational policies and standards for Oregon's 198 public school districts, 17 community

college districts and 20 educational service districts. All of these agencies have separate governing bodies responsible for transacting business within their jurisdiction.

Oregon Transportation Investment Act III – The Oregon Department of Transportation (ODOT) has partnered with state and local partners to implement a Workforce Development Plan (WDP) that will get workers into true apprenticeships focusing on long-term, sustainable careers.

Oregon Workforce Investment Board (OWIB) – The Governor’s advisory board on workforce matters is made up of leaders representing private sector businesses and labor, local governments and state agencies. The OWIB is the business voice, at the state level, defining a demand-driven public workforce education system.

The Oregon Workforce Partnership (OWP) is a statewide association representing and advocating for the needs of local communities in the state through the Local Workforce Investment Boards (LWIBs) and the Regional Workforce Investment Boards (RWIBs). The seven WIBs and nine RWIBs are locally driven, business-led boards representing over 300 involved citizens from business, community organizations, government, organized labor and education.

Oregon Youth Conservation Corps Programs (OYCC) – Program participants conserve, rehabilitate, and improve the natural, historical, and cultural resources of the state. OYCC supports two types of programs that combine to provide alternative education opportunities for disadvantaged and at risk youth – these programs increase educational, training and employment opportunities by improving work skills, instilling the work ethic, and increasing employability.

Pathways to Advancement are designed to create career avenues for students, current workers, job seekers and new labor market entrants and to supply qualified workers for local employers. A career pathway is a series of connected education and training programs and support services that enable individuals to secure employment. Each step on a career pathway is designed explicitly to prepare for the next level of education and/or employment.

The **Temporary Assistance for Needy Families (TANF)** program provides cash assistance to low-income families with children while they strive to become self-sufficient. The goal of the program is to reduce the number of families living in poverty, through employment and community resources.

The **Trade Act** programs are available to assist individuals who have become unemployed as a result of increased imports from, or shifts in production to, foreign countries. The goal of the Trade Act Programs is to help trade-affected workers return to suitable employment as quickly as possible by providing a variety of services and benefits.

Unemployment Insurance (UI) – Administered by WSOED, the state’s UI Program supports local economies by providing income support to unemployed Oregonians. It facilitates the creation and implementation of workforce and economic development initiatives by stabilizing the workforce. When workers can count on UI benefit payments to support their families they can then focus on the search for their next job.

WIA Title 1B and WIA Title 3B Wagner-Peyser Programs for Adults, Dislocated Workers and Youth provide skill assessment, skill training, labor exchange information, and knowledge development necessary to be successful in the job market. Services available to adults (18 years of age and older) include core, intensive and training services. Local WorkSource



Oregon Centers and local area providers collaborate on technical assistance, capacity building, identification of resources, leadership in policy making and the coordination of discussions and continuous improvement efforts.

WorkSource Oregon Employment Department (WSOED) – WSOED’s mission is to support business and promote employment of Oregonians. The department accomplishes this by developing a diversified, multi-skilled workforce, promoting quality child care, and providing support during periods of unemployment.

WorkSource Oregon One-Stop Career Centers are located throughout the state. Their goals are: ensure businesses have a ready supply of trained workers whose skills and talents are aligned with the expectations and needs of business and industry; connect businesses with the resources they need to grow their workforce and their businesses; and provide resources to help Oregon’s unemployed and underemployed connect with the employers that are right for them, find the jobs they’re looking for and get trained for jobs they want.

WorkSource Oregon (WSO) Services to Businesses – Account Representatives specialize in forming partnerships with businesses and learning about their specific workforce needs. The Account Representative then assists the business with their overall recruitment strategy, job skills identification, and recruitment process.

Veteran’s Programs – WorkSource Oregon partners are involved in a number of innovative activities to serve veterans. Major activities include working with the Oregon National Guard to provide information and employment services to returning Oregon Guard veterans through detailed briefings, transition assistance classes, focused job fairs and coordinated efforts with state agencies and private employer partners to raise awareness of veterans as a workforce solution.



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To request additional copies, or if you have questions regarding this report’s content, please contact: Kurt Tackman, Oregon Department of Community Colleges and Workforce Development

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