



**ROGUE WORKFORCE
PARTNERSHIP**



Rogue Valley Workforce Consortium Meeting

Friday August 10, 2018 • 10:00 - 11:00 a.m. | 100 E. Main Street, Suite A - Board Room • Medford

Video/Phone Conference access available <https://zoom.us/j/335341345>. Select your audio preference:

1) Use telephone + 1 (669) 900-6833; Access Code: 335-341-345 normal long distance charges will apply); 2)

Or, use computer microphone & speakers (headset is recommended to avoid reverb)

Agenda

Call to Order (1-2m)

- Welcome & Introductions

Commissioner
Dyer

19-008 Intergovernmental Agreement with Employment Department For Confidential Information Sharing

- Legal Counsel John Chamberlin will help provide technical consultation to explain and discuss this new signature requirement.

Jim Fong,
John Chamberlin

Infrastructure & Additional Cost Funding Agreement

Joint Meeting of the Rogue Valley Workforce Consortium & Rogue Workforce Partnership - Corporate Directors

Friday August 10, 2018 • 11:00 a.m. - 1:00 p.m. | 100 E. Main Street, Suite A - Board Room • Medford

Video/Phone Conference access available <https://zoom.us/j/335341345>. Select your audio preference:

1) Use telephone + 1 (669) 900-6833; Access Code: 335-341-345 normal long distance charges will apply); 2)

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Agenda

Call to Order (1-2m)

- Welcome & Introductions

Commissioner
Dyer, Jessica
Gomez

Approval of Minutes (1-2m) - Action Item




- May 17, 2018–RWP Corporate Directors Meeting


Jessica

Endowment Fund (30m) - Action Items

- Approval of Investment Advisor
- Approval of Endowment Fund Investment Policy Statement
- Approval to invest funds

Sherri Emitte,
Mike Donnelly,
John Underwood,
Jim Fong

Rogue Workforce Partnership Budget (15m)- <u>Action Items</u>  <ul style="list-style-type: none"> ▸ Budget Approval by RVWC ▸ Budget Approval by RWP Corporate Directors 	Sherri, Jim
Facilities Update (10-15m)	Sherri, Jim
College and Career For All / Superintendent's Meeting (15m)  <ul style="list-style-type: none"> ▸ Frequency & Joint Meetings with SOESD/K-12 Superintendents & College Presidents 	Jim
Rogue Workforce Partnership Membership - <u>Possible Action Items</u> (15-20m)  <ul style="list-style-type: none"> ▸ Possible change in DHS or other members ▸ Membership configuration change options 	Jim
September Oregon Workforce Partnership Conference (10-15m)	Jim
Other Items	Jessica
Adjourn	Jessica

= Documents attached in packet or will be handed out at meeting

Auxiliary aids and services are available upon request to individuals with disabilities. Please contact Tami Allison at (541) 842-2518.



MINUTES

ROGUE WORKFORCE PARTNERSHIP • CORPORATE DIRECTORS

May 17, 2018 ♦ 100 E. Main St., Suite A - Board Room ♦ Medford, OR

MEMBERS PRESENT

Commissioner Rick Dyer
Vice-Chair, Michael Donnelly
Nikki Jones
John Underwood
Paul Macuga (via phone)
Shawn Hogan

MEMBERS ABSENT

Commissioner Dan DeYoung
Jessica Gomez

OTHERS PRESENT

Shalee Hodgson, Initiative Manager, Office of the Governor
Jim Fong, Executive Director, Rogue Workforce Partnership
Sherri Emitte, Chief Finance and Administration Officer, Rogue Workforce Partnership (via phone)
Aurora King, Chief Operating Officer, Rogue Workforce Partnership
Tami Allison, Senior Project Manager, Rogue Workforce Partnership

Quorum Present: Yes

1) Call to Order

The meeting was called to order by Vice-Chair, Mike Donnelly at 3:08p.m.
Introductions were made for the benefit of those joining remotely.

2) Approval of Minutes

COMMISSIONER DYER MOVED TO APPROVE THE MINUTES OF THE APRIL 19, 2018 RWP CORPORATE DIRECTOR'S MEETING. THE MOTION WAS SECONDED BY JOHN UNDERWOOD AND APPROVED UNANIMOUSLY.

3) Policy Approval

Aurora reported that the revision to this policy is in regards to employers utilizing staffing agencies to support recruitment and completing the necessary paperwork for the hiring process. When a staffing agency is the only vehicle for a participant to gain an opportunity with a company, an agreement must be entered by the staffing agency, the business (e.g. OJT

worksite), and the RWP's service provider, WorkSource Rogue Valley. The agreement must require commitment for the individual to be considered for long-term employment, in the event that the training is successful and the OJT is a good match for both the participant and the business. In such instances when the training is unsuccessful or the OJT is not a good match for the participant and the business, reasons must be documented. RWP staff recommends that the Rogue Workforce Partnership Corporate Directors approve the updated policy with language stating that agreements will only be entered with staffing agencies when that process is the participant's only vehicle for a permanent job. Additionally the participant must be considered for long-term employment at the conclusion of their training period. The agreement must be acknowledged by the staffing agency, business, and service provider.

COMMISSIONER DYER MOVED TO APPROVE THE OJT POLICY AS REVISED. THE MOTION WAS SECONDED BY SHAWN HOGAN AND WAS APPROVED UNANIMOUSLY.

4) RWP Strategic Roadmap - Part II

Aurora presented a draft template to provide a tool for the sponsors of the initiatives to use as a snapshot to show progress that is occurring. Six of the eight initiatives will have metrics developed to create tangible goals. The intent is for this template to be used as a livable, fillable form to document the progress being made to report out to our stakeholders.

Mike suggested the inclusion of milestones indicating progress makes a lot of sense if details are laid out and action steps are associated appropriately. The Corporate Directors indicated that they like the concept of a "quick dashboard view."

Jim talked about the work that is being done at the BEP (Business Education Partnership) and not necessarily at the workforce board level and the importance of credit going to the proper person or group for the work that is being done.

The suggestion was made to add key team members/collaborating partners (who owns it) and when it will be accomplished. A second draft will be made available for review.

The Directors inquired as to how these initiative work group meetings will be convened, etc. It was suggested that something be sent out to the workforce board members asking where they are interested in participating and then Tami could schedule meetings. Aurora volunteered to staff the meetings as well. Jim added that we are working on having the sector group's data transportable. Report outs from groups could be given at the quarterly Workforce Board meetings – checking in with members and project managing as needed.

5) State of the Workforce Report

This item was deferred from the last meeting. Today's packet includes samples from other workforce regions. Jim indicated that it is a requirement of local workforce boards to generate a State of the Workforce Report for their region. How do we want to tell our story? Who is our audience? Suggestions included:

- Like the East Cascades report and the categories they list
- Like Educational Needs in the Lane Workforce document
- Give a reference on where more information can be found
- Lane report also gives job categories and breaks out focus areas – gives a feel for the outlook for today and the forecast for the future
- Connects up nicely with the work the BEP is doing
- Use with high school students who come through the Career Highlights tour
- Coordinate with SOREDI
- Needs to address housing
- Make it part of the marketing campaign

It was recommended to mock up something and hand off to Karen Litvin, Ex. Dir. of OWP.

6) Workforce Board Meetings

Jim has been in conversation with Scott Beveridge, ESD and they agreed it would be a good idea to have a joint Workforce Board / Superintendent's / College Presidents meeting a couple of times a year. The group discussed combining the upcoming Superintendent's meeting on June 18th with the Workforce Board meeting on June 21. Some discussion took place regarding the length of the workforce board meetings as well as the frequency. No decision was made; however, it was decided that after the June meeting, a doodle poll will be sent out to try to get better attendance.

7) Other Business

Shalee Hodgson attended the meeting today and talked about the work she is doing around system alignment. Shalee is in Medford this week conducting a Local Board Assessment and collecting information on best practices, etc. She will synthesize her notes and send a report out at a future date. Shalee stated that the innovation she is seeing in our region is really informing conversations at the state level. Shalee indicated that she has been called back to Salem unexpectedly later this afternoon and will return to the area to visit the Grants Pass One-Stop at a future date.

Shalee went on to talk about her work with Future Ready Oregon, an initiative to provide skill and job training to students and adults, helping to close the gap between the skills that Oregon's

workers have and the skills that Oregon’s growing businesses need. There is a huge focus on expanding CTE, as well as giving students and adults’ exposure to career paths, and expanding apprenticeships. Shalee indicated that she would like to meet with Dana Shumate at a future date.

It was noted that we are currently working with BOLI to see if there can be more flexibility on journey worker ratios and how to set up models with virtual supervisors as supervisors are often located in other states. Shalee indicated that she feels we will see things moving more toward the Swiss model. Shalee will send WA state contact information to Jim.

Jim spoke about Traitify – career matching site that can be done on an iPhone in 90 seconds. This is a picture-based assessment with the backend being connected to Holland Code. Jim noted that we have it available now that ResCare has purchased it and could offer it to colleges, etc.

Jim noted a “Save the Date” for the Workforce Board conference in September in Eugene. An invitation will be going out in the very near future.

Budget & Endowment Process Update – Sherri reported that it was a bit challenging to coordinate schedules for the investment advisors. The first two meetings will be held tomorrow and the last one scheduled for next week. After someone is chosen, discussions will take place and policy revisions and recommendations will be brought forward for approval by the Corporate Directors.

Budget – Sherri indicated that she hoped to receive revenue figures in time to bring to the June Board meeting; however, they will need to be brought to the July Corporate Directors meeting. It appears that the delay is due in part to the fact that one of the funding criteria has to do with chronically unemployed areas, and because we don’t have chronic unemployment currently, the state is trying to obtain guidance on how to allocate to the workforce areas.

8) Adjourn

With no further business, the RWP Corporate Directors meeting was adjourned at 4:33 p.m.

Respectfully Submitted,

Tami Allison
Senior Project Manager

Approved
Jessica Gomez, RWP Chair

Date



DATE: July 12, 2018

TO: RWP Corporate Directors

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: Endowment Fund Investment

BACKGROUND

The Endowment Fund was created in 1994 with \$219,125 received through a State of Oregon grant. Since that time, almost \$470,000 in funds have been granted for the benefit of training scholarships and other special projects. In 2013, with the upheaval in The Job Council's accounting processes, it was necessary to totally liquidate that fund. We are now to a place that it is time to reinvest those funds and re-establish guidelines going forward.

INVESTMENT ADVISOR SEARCH

In late March 2018, we sent out a Request for Information (RFI) to eleven Investment Advisors in the community. We received five responses, and decided to meet with three of those: Cutler Investment Group, Fidelis iM, and SkyOak Wealth Management. The newly-formed Investment Committee of Mike Donnelly and John Underwood, as well as Jim Fong and I, met with representatives from these three companies (although Jim was not able to meet with SkyOak) and reviewed their responses to the RFI, as well as other related issues. All three companies represented themselves well; but we were most impressed by Jennifer Davis of SkyOak Financial.

Jennifer and her partner created their own proprietary investment tool called RAAMPS (see www.raamps.com), which is a highly sophisticated, disciplined four-step process that screens, evaluates and ranks, monitors and trades, and finally, refreshes portfolios. They have proven with this program that they can actively manage their portfolios not only to achieve solid returns, but also mitigate risk.

SkyOak also looks at investing a little differently than other firms as well. Through our discussion with Jennifer, we learned that they don't necessarily look at investing like other firms do, with a "one size fits all" portfolio selection. The market has changed significantly over the past few years, and some previously tried-and-true theories don't necessary apply any more. The fact that SkyOak offers Rogue Valley-based nonprofits a reduced annual fee of 0.7% is the "cherry on top" (the other two firms' fees were at 1%).

The Investment Committee recommends the selection of SkyOak Wealth Management as our Investment Advisor. The Committee members may wish to speak more about our interview with Jennifer, and she will also be attending our meeting, in case you want to find out more from her directly.

INVESTMENT POLICY

As part of my initial discussions with Jennifer, it became obvious that the “Endowment Fund Oversight and Management” document that The Job Council used in previous years (and that the Board has seen) was truly inadequate as an investment policy. An Investment Policy should serve as a comprehensive guideline for not only the Investment Advisor, but the Chief Finance and Administrative Officer (CFAO), the Investment Committee, and the entire Corporate Board of Directors. With that in mind, Jennifer and I worked on developing the attachment Investment Policy Statement.

Because of the importance of this Policy Statement, I would suggest that you read through the entire six pages. But following is a one-page summary of the important points:

- Delegation of Responsibilities. The Investment Committee has overall authority for this policy, and delegates the CFAO as the administrator of the policy. The Directors will maintain oversight authority for the overall investment management process, but all investment decisions will be made by the CFAO.
- Duties of the Investment Committee. They are responsible for selecting the Investment Advisor and authorizing the acquisition and/or disposal of investment vehicles. They also monitor the portfolio, reporting to the Directors on all portfolio matters.
- Role of the Directors. The Directors approve the Investment Policy and the selection of the Investment Advisor.
- Role of the Investment Manager. The Investment Manager may not deviate from this policy without prior written approval from the Investment Committee (SkyOak is an “Advisory Manager” in this section).
- General Investment Principles. This addresses prudent investing and diversification.
- Investment Objectives. Based upon the investment time horizons, this reflects the expected return on investments.
- Volatility of Returns. This indicates that RWP will tolerate from fluctuations in market value, as long as they don’t exceed 5% in any one calendar quarter for investments under five years, or 10% for those over five years.
- Marketability of Assets. This paragraph requires that the majority of our assets be invested in liquid, publicly traded securities, and that any exceptions be approved, in advance, by the Committee.

- Investment Guidelines. This section spells out the allowable and unallowable investment vehicles.
- Safekeeping and Custody. All securities purchased for our portfolio will be held as collateral on deposit of by a third-party safekeeping depository (SkyOak currently uses either Charles Schwab or TD Ameritrade).
- Performance Review and Evaluation. Investment performance will be measured based on total return, and performance reports will be compiled at least quarterly and submitted to the CFAO for review. This paragraph also spells out reasons with which to terminate an Investment Manager. The CFAO will review their performance at least annually and bring this information to the Directors.
- Investment Policy Review. This indicates that the Directors will review the Investment Policy Statement at least annually.

ADDITIONAL INFORMATION

In preparation for selecting the appropriate investment portfolio, Jennifer wanted to find out the Directors' risk tolerance. You'll recall that during the last week of June, I sent you a risk survey called "Riskalyze" and we received results from five Directors (and myself). The average score (on a scale from 1 to 99) was 47, which is at a conservative to moderate level. The results showed that the six-month "Comfort Zone" was -9% to +14%. What this means is that we six, on average, would risk a 9% loss (or about \$40,000 for our portfolio) for the potential to earn a 14% gain (or about \$64,000). This information will be helpful in setting up our initial portfolio.

SUMMARY

RWP Staff would request that the Corporate Directors consider and approve:

- (1) The selection of SkyOak Wealth Management as our Investment Advisor;
- (2) The new Investment Policy Statement; and
- (3) With authorization of the Investment Committee, investing our approximate \$462,000 with SkyOak.



Rogue Workforce Partnership Investment Policy Statement

I. Statement of Purpose

The intent of this Investment Policy Statement is to establish guidelines that will govern the investment activities of Rogue Workforce Partnership ("RWP") and any Bank, Registered Investment Advisor or NASD Registered Representative ("Investment Manager") retained by RWP to manage RWP's assets and/or to provide investment advice regarding assets owned by RWP including segregated accounts within RWP. The policies and guidelines set forth herein are intended to be sufficiently specific to be meaningful, but flexible to permit RWP's Corporate Directors ("Directors") to exercise informed discretion necessary to achieve RWP investment objectives and satisfy the unique requirements

II. Delegation of Responsibilities

The Corporate Director's Investment Committee ("Committee") has overall authority for RWP's investment policy and hereby delegates to the Chief Finance and Administrative Officer ("CFAO") the responsibility for administration of the policy. The Directors will maintain oversight authority for the overall investment management process. The members of the Committee will be no less than two (2) members of the Directors and the CFAO. All investment decisions will be made by the CFAO.

III. Duties of the Investment Committee

The Committee, working within these guidelines, shall have responsibility for:

- a) requesting bids and proposals for Investment Advisor/Firm for segregated accounts held by RWP to manage assets and/or provide investment advice regarding such assets;
- b) executing investment strategies as outlined by Advisor and approved by board;
- c) authorizing the acquisition and/or disposition of investment vehicles;
- d) monitoring the portfolio for compliance with these approved policies and guidelines;
- e) recommending to the Directors changes and revisions to the policies and guidelines; and
- f) reporting to the Directors, via committee meeting minutes, on all material matters relating to the portfolio.

IV. Role of the Directors

The Directors recognize that no policy can anticipate all situations, conditions and opportunities that may arise. And while the Committee is authorized to make and execute decisions within the boundaries of this policy, Director approval (by majority vote) is required for:

- a) approval of overall investment policy (this document);
- b) selection of Investment Advisor/Firm as proposed by Committee;
- c) change in Investment Advisor and/or firm;
- d) substantial change in investment strategy; and
- e) any exceptions to this Investment Policy proposed by the Investment Advisor.

V. Investment Manager(s)

An Investment Manager may not deviate from this policy without prior written approval from the Committee. The Committee may approve prudent deviations from this policy with such actions reported as agenda items at the next regular meeting of the Directors. An Investment Manager shall be characterized either as “Bank” (chosen to establish operating accounts and shorter reserves), an “Advisory Manager” (hired to provide investment advice), or as a “Discretionary Manager” (hired to manage assets on a discretionary basis).

- a) Bank: RWP may have several banking relationships. The accounts opened at banks are for operating expenses, cash reserves, and short- and long-term capital needs
- b) Advisory Manager: Each Investment Manager hired only to provide investment advice shall be referred to as an Advisory Manager. Each Advisory Manager must acknowledge, in writing, its acceptance of responsibility as described in this Article IV. Such written acknowledgment may be made using the form provided in Schedule A. Specific Responsibilities of an Advisory Manager include:
 - 1. prompt execution of trades in accordance with instructions by the CFAO;
 - 2. prompt liquidation of assets in accordance with instructions by the CFAO;
 - 3. investment advice regarding changes to the portfolio based on this Investment Policy Statement and the goals of the investment account;
 - 4. reporting investment performance results of the investment account to the CFAO on at least a quarterly basis (such report shall include an overall summary of the market during the reporting period including the performance of any relevant benchmark for the account);
 - 5. providing monthly valuation of the investment portfolio based on the previous month’s closing prices;
 - 6. communicating any major changes in the economic outlook, investment strategy, or any other factor that may affect implementation of the investment program, or affect the achievement of the investment objectives established by RWP; and
 - 7. informing the CFAO of any qualitative change in the investment management organization (examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.).
- c) Discretionary Manager: Each Investment Manager hired to provide discretionary management of assets shall be referred to as a Discretionary Manager. Each Discretionary Manager must acknowledge, in writing, acceptance of responsibility as a fiduciary and as further described in this Article IV. Such written acknowledgment may be made using the form provided in Schedule A. Each Discretionary Manager shall have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this Statement. Other specific responsibilities of a Discretionary Manager include:
 - 1. discretionary investment management, including decisions to buy or sell individual securities and to alter asset allocation within the guidelines and investment objectives established by the CFAO;
 - 2. monitoring the cash position and, when necessary, liquidating investments in a timely manner to satisfy grant requests, fees and other authorized disbursements;
 - 3. reporting investment performance results of the investment account to the CFAO on at least a quarterly basis (such report shall include an overall summary of the market

- during the reporting period including the performance of any relevant benchmark for the account);
4. providing monthly valuation of the investment portfolio based on the previous month's closing prices;
 5. communicating any major changes in the economic outlook, investment strategy, or any other factors that may affect implementation of the investment program, or affect the achievement of the investment objectives established by RWP;
 6. informing the CFAO of any qualitative change in the investment management organization (examples include changes in portfolio management personnel, ownership structure, investment philosophy, etc.); and
 7. voting proxies on behalf of RWP and communicating such voting records to the CFAO on a timely basis.

VI. General Investment Principles

- a) Investments shall be made solely in the best interest of RWP and consistent with the guidelines and objectives established by the Committee.
- b) The segregated accounts within RWP and the total portfolio shall be invested with care, skill, prudence, and diligence under the prevailing circumstances that a prudent person in a like position would exercise under similar circumstances and in a manner the CFAO reasonably believes to be in the best interest of RWP.
- c) Investment of RWP's assets shall generally be so diversified as to minimize the risk of large losses.
- d) RWP may employ one or more investment managers of varying styles and philosophies to attain the overall investment objectives.
- e) Cash is to be employed productively at all times by investment in short-term cash equivalents to provide safety, liquidity and return.

VII. Investment Objectives

The primary investment objective for segregated accounts within RWP and for the total portfolio shall be to achieve the following, based on investment time horizons for each account/funds and investment objective:

- a) 0-2 years: Fed Funds rate plus .5-2.0
- b) 2-5 years: Fed Funds rate plus 3.5
- c) 5-10 years: Fed Funds rate plus 5.0
- d) More than 10 years: Fed Funds rate plus 7.0

In addition, RWP's assets shall be managed in such a manner that assures funds are available to meet immediate and longer-term needs.

VIII. Volatility of Returns

RWP recognizes that in order to achieve its objectives for RWP assets, the investments will experience volatility of returns and fluctuations in market value. RWP will tolerate some fluctuations in market value as measured against the risk/return analysis of standard market indices as long as those fluctuations do not exceed five percent (5%) in any one calendar-year quarter for an investment horizon of less than 5 years and/or more than ten percent (10%) in any one calendar-year quarter for investment time horizons of 5 years or more. An Investment Manager may propose an alternative and appropriate benchmark to gauge its

investment performance. The benchmark, which may include one or more indices, will be used as a measure of the Investment Manager's performance as well as to measure the allowable volatility (risk).

IX. Marketability of Assets

RWP generally requires that the majority of its assets shall be invested in liquid, publicly traded securities, subject to the exception process described in this Investment Policy Statement. Exceptions must be approved in writing by the Committee, *in advance of the investment*, if the Investment Manager presents an acceptable investment plan. Liquid securities are those that can be transacted quickly and efficiently for RWP absent significant liquidation penalties or fees and with minimal impact on market price.

X. Investment Guidelines

The following pre-set boundaries apply to the investment of RWP's assets:

a) Specifically allowable investments:

1. Cash equivalents

- Interest-bearing checking and savings accounts
- Money market funds
- Commercial paper
- Treasury Bills
- Certificates of deposit, so long as RWP's exposure does not exceed the insurance limits available through the FDIC and/or similar agencies

2. Publicly traded fixed income securities

- U.S. government and agency securities
- Corporate notes and bonds
- Mortgage-backed bonds
- Preferred stock
- Securities of foreign (non-U.S.) entities denominated in U.S. Dollars

3. Publicly traded equity securities

- Common stocks
- Convertible notes and bonds
- Convertible preferred stocks
- American Depositary Receipts of non-U.S. companies
- Securities of foreign (non-U.S.) entities denominated in U.S. Dollars

4. Mutual funds 1

- Mutual funds which invest in Real Estate, REITs and/or Commodities
- Mutual funds which invest in securities that are allowed in this

5. Exchange Traded Funds (ETFs)

- ETFs which invest in Real Estate, REITs and/or Commodities
- ETFs which invest in securities that are allowed in this Statement

6. Annuities - With prior written approval of the CFAO, fixed annuities and equity-indexed annuities, which invest in investments that are allowed in this Statement. All annuities must be issued by a commercial insurance company with high financial ratings. The issuing company must be rated in the top two rating levels by any two of the following insurance company rating services: AM Best rating of A+ (2nd highest rating level of 15 categories) or higher; Standard and Poor's rating of AA+ (2nd highest rating level of 20 categories) or higher; Fitch Financial Strength rating of AA

(2nd highest rating level of 24 categories) or higher; Moody's Investors Service "Long-Term Insurance Financial Strength" rating of Aa (2nd highest rating level of 9 categories) or higher.

7. Subject to prior written approval by the CFAO, life insurance contracts, including variable life insurance contracts, which invest in investments that are allowed in this Statement. All life insurance contracts must be issued by a commercial insurance company with high financial ratings listed above under Annuities.

1 Some mutual funds invest in derivative securities, including options and futures, to achieve certain portfolio objectives. The use of options and futures as hedges is not prohibited and will not disqualify the mutual fund investment. However, the use of options and futures by mutual funds must be analyzed to ensure that these securities are not used to speculate, to create leverage and/or result in unacceptable risk.

- b) Specifically unallowable investments or investment practices (without prior *written* approval from the Directors):

1. Debt financed investments, including margin purchases;
2. Short-selling;
3. Derivative securities, including options and futures contracts, except inside mutual funds, annuities or life insurance;
4. Restricted stock;
5. Closely-held companies;
6. Leveraged and Inverse ETFs;
7. Real estate;
8. Real Estate Investment Trusts (REITs);
9. Partnerships;
10. Cyber currencies;
11. Debt instruments issued by foreign governments;
12. Loans to individuals or businesses (except specifically allowed fixed income securities as previously defined);
13. Variable annuities;
14. Artwork;
15. Other non-marketable, hard-to-value assets.

Each Investment Manager shall advise the CFAO of any restriction within this Statement that prevents the investment plan from obtaining the objectives and goals set forth herein.

XI. Safekeeping and Custody

All investment securities purchased by each Investment Manager or held as collateral on deposit or investment shall be held in third-party safekeeping at an insured depository. All securities in segregated accounts shall be held in the name of "Rogue Workforce Partnership" and shall be free and clear of any liens. Further, all investment transactions shall be transacted on cash, regular (next day) or skip-day settlement basis. The depository shall issue a safekeeping receipt to RWP listing the specific securities and other pertinent information. The depository will also provide reports that list all securities held for RWP as required by the CFAO. The appropriate officials and representatives of the depository responsible for, or in any manner involved with, the safekeeping and custody process of the RWP's assets shall be bonded in such a fashion as to protect RWP from losses from malfeasance and misfeasance.

XII. Performance Review and Evaluation

Investment performance shall be measured based on total return; that is, the aggregate return from capital appreciation, dividend and interest income. Performance reports generated by each Investment Manager shall be compiled at least quarterly and submitted to the CFAO for review. The investment return on the segregated accounts and the total portfolio will be measured against commonly accepted performance benchmarks and standard market indices. Consideration shall be given to the extent to which the investment results are consistent with the investment objectives, goals and guidelines set forth in this Statement. RWP intends to evaluate the segregated accounts and the total portfolio over at least a three-year period, but reserves the right to terminate an Investment Manager for any reason including the following:

- a) Investment performance which is significantly less than the established benchmark given the discipline employed and the risk parameters established, or unacceptable justification of poor results;
 - b) Failure to adhere to any aspect of this Investment Policy Statement, including communication and reporting requirements; or
 - c) Significant qualitative changes to the investment management organization.
- The CFAO shall review the performance of each Investment Manager at least annually. A written summary of the annual investment review shall be conveyed to RWP's Directors at a regularly scheduled Corporate Directors' Meeting.

XIII. Investment Policy Review

To ensure continued relevance to the guidelines, objectives, financial status and capital market expectations as established in this Statement, the Directors intend to review this Investment Policy Statement at least annually.

Schedule A
ACKNOWLEDGEMENT BY INVESTMENT MANAGER

The undersigned acknowledges receipt of and accepts the terms and conditions of the Investment Policy Statement of Rogue Workforce Partnership.

The undersigned further elects to provide services to Rogue Workshop Partnership as a(n):

- ☐ Bank
- ☐ Advisory Manager
- ☐ Discretionary Manager

Name of Firm: _____

Name of Principal of Firm: _____

Title: _____

Date: _____

Please print this page, sign and return to:

Rogue Workshop Partnership
Attention: Chief Finance and Administrative Officer
100 E. Main Street, Suite A
Medford, Oregon 97501



ROGUE WORKFORCE PARTNERSHIP

Growing Skills - Building Careers - Boosting the Economy

DATE: July 13, 2018

TO: Rogue Valley Workforce Consortium and
Rogue Workforce Partnership Corporate Directors

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: PY18 Budget

BACKGROUND

As it's the beginning of the new program year, it's time to present the PY18 budget. Our projected PY18 revenues and expenditures are at \$4,823,865, an increase of \$824,163 from last year. Below are explanations of the various line items in the attached budget document.

DISCUSSION

WORKFORCE INNOVATION & OPPORTUNITY ACT (WIOA)

The State and local WIOA formula allocation was almost the same as it was last year, even though it appears on the budget that we have increased quite a bit. As you may recall from our PY17 budget adjustment meeting last Spring, we modify the budget by recognizing revenue and expense on a financial statement basis, which would recognize actual income earned and eliminate the carry-out funds. The PY18 budget includes the carry-forward funds, as well as other supplemental adjustments.

Fortunately, both RWP and ResCare have been frugal with our funds this past year, so we have a good amount of carry-forward into PY18. In addition, Department of Labor allows us to transfer funds between Adult and Dislocated Worker to reflect our client population. The \$659,549 represents such a transfer. Youth funds are made available typical April 1 each year, so the additional \$165,000 shown below represents one quarter of next Spring's allocation.

The revenue summary is shown below:

WIOA Fund	PY18 Allocation	PY17 Carry-Fwd	Supplemental Funds	TOTALS
Adult	\$ 954,219	\$ 515,000	\$ (659,549)	\$ 809,670
Dislocated Worker	\$ 749,871	\$ 317,000	\$ 659,549	\$1,726,420
Youth	\$ 990,625	\$ 126,080	\$ 165,000	\$1,281,705
Total	\$2,694,715	\$ 958,080	\$ 165,000	\$3,817,795

OTHER INCOME

There are various reasons for the net increase of \$173,164 in Other Income:

- We received the Work Experience grant (from the State General Fund) late last year, so we got a late start. The amount budgeted represents the remainder of the 2-year grant.
- The Careers in Gear activity has been budgeted at just about the same levels.
- We do not have the Independent Living grant this year.
- The Competitive Strategies and Industry Engagement grants are also State General Fund grants. The amount budgeted represents the remainder of the 2-year grants.
- The Rethinking Job Search grant was a 3-year grant received in Fall 2015, and will be ending very soon. The amount shown represents the remainder of that grant.
- We budgeted the SOESD grant (for the College and Career for All Program) at the same level as last year. We don't have any solid agreement at this point, so this is more of a placeholder.
- We are once again receiving the Temporary Assistance to Needy Families (TANF) Summer Jobs grant from DHS in an amount of \$84,075. We haven't received the grant document yet, but we know that ResCare has been accruing expenses against it. So the \$70,000 is an estimate of the remaining amount.
- The US Forest Service grant and Miscellaneous Revenue are being budgeted at the same level as the previous year.
- We have budgeted an increase in facilities costs, so the increase in rental income represents the same increase.

EXPENDITURES

Personnel costs are down by \$1,479 compared to the previous year. We have a decrease in salaries since we didn't refill the vacant spot last fall; but our health insurance and other benefits have increased.

Contracted Workforce Services represent amounts to be paid to just our two sub-contractors, ResCare and College Dreams. We have budgeted an overall increase of \$116,082, which is directly attributable to the increase in available WIOA funding.

Both the RWP and One Stop Operating Expenses reflect a minimal increase at 4.6% and 1.8% respectively.

Finally, there is \$682,965 budgeted as funds to be carried forward into the following year. It is always desirable to have some "cushion" from year to year so we're not pushed into a corner by unexpected surprises.

SUMMARY

RWP Staff would request that the Rogue Valley Workforce Consortium, as well as the Rogue Workforce Partnership Corporate Directors, approve the PY18 budget in the amount of \$4,823,865.

**ROGUE WORKFORCE PARTNERSHIP
BUDGET FOR YEAR ENDING JUNE 30, 2019**

	AS MODIFIED 2017-18	PROPOSED 2018-19	DIFFERENCE
REVENUES			
WORKFORCE INNOVATION & OPPORTUNITY ACT			
Title 1B Adult	586,440	809,670	223,230
Title 1B Dislocated Worker	1,399,160	1,726,420	327,260
Title 1B Youth	1,214,978	1,281,705	66,727
Rapid Response (Rough & Ready)	5,653	0	(5,653)
Additional Assistance (Pacific Crest Transformers)	5,564	5,000	(564)
WIOA SUBTOTAL	3,211,795	3,822,795	611,000
OTHER INCOME			
Work Experience	100,000	270,956	170,956
Careers in Gear (Donations)	12,130	12,100	(30)
Careers in Gear (Endowment Fund)	7,277	7,506	229
Independent Living	16,510	0	(16,510)
Competitive Strategies	77,124	87,000	9,876
Rethinking Job Search	69,992	69,992	0
Industry Engagement	79,992	79,992	0
SOESD (CC4A)	14,686	14,686	0
TANF Summer Jobs Program	34,057	70,000	35,943
US Forest Service	5,100	5,100	0
Miscellaneous Income	1,450	1,450	0
Rental Income / Cost Reimbursements	369,589	382,288	12,699
OTHER INCOME SUBTOTAL	787,907	1,001,071	213,164
TOTAL REVENUES	3,999,702	4,823,865	824,163
EXPENDITURES			
SERVICES			
Personnel	670,216	668,737	(1,479)
Contracted Workforce Services	2,383,290	2,499,372	116,082
RWP Operating Expense	305,016	319,729	14,713
One Stop Operating Expense	641,180	653,063	11,883
Holdback / Carry Out into following year	0	682,965	682,965
TOTAL EXPENDITURES	3,999,702	4,823,865	824,163

Southern Oregon Success & Klamath Promise

College & Careers for All Hub

Integrating STEM, CTE, CRLE
and linked to
Regional Sector Strategies

May 2016

Southern Oregon Success & Klamath Promise

Are working together to create a Cross-Regional Hub that integrates:

- **College & Careers for All (CC₄A)**
 - **Career Theme “Majors” & Industry Credentials in High School**
 - **Accelerated Learning** - *Including Dual Credit for College & Industry Credentials*
 - **Project-Based, Contextualized & Experiential Learning**
 - **STEM** - *Science, Technology, Engineering & Mathematics*
 - **CTE** - *Career-Technical Education*
 - **CRLE** - *Career Related Learning Experiences*

Strategically Linking . . .



Strategic Systems Transformation

- A Multi-Year Implementation Effort
 - With targeted outputs, outcomes & milestones along the way
- Requires Us To Work Across A Multitude Of Complex Organizational & Geographic Boundaries
- Requires a Regional Framework
 - “Tight/Loose”
 - “Coop-etition” = Cooperation + Competition

Start with the End in Mind

Deliverables to Businesses

Employees	6 months	12 months	18 months	24 months	Focus / Strategies
Entry Level	Solution 1a Solution 1b	• _____?	• _____?	_____?	<ul style="list-style-type: none">• Work Ethics• First Job Success
Mid-Skills	• _____?	• _____?	• _____?	<ul style="list-style-type: none">• Double RCC-CTE enrollment in Manufacturing & Information Tech• Double # Oregon Tech students from Jackson & Josephine Co.	<ul style="list-style-type: none">• CTE focus• Manufacturing has a Future (Marketing)
High Skills	• _____?	• _____?	• _____?	_____?	<ul style="list-style-type: none">• Recruit / Retain• Trailing Spouse

Academic & Informal Education Success Deliverables

Students	12 months	24 months	36 months	48 months	Focus / Strategies
Universities	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • Double # Oregon Tech students from Jackson & Josephine Co. 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • Rogue Valley's Industry Focus: <ul style="list-style-type: none"> ▸ Advanced Manufacturing ▸ E-Commerce/IT ▸ Healthcare • Klamath County Industry Focus: _____???? • Dual Credit, STEM, CTE & CRLE
Community Colleges	<ul style="list-style-type: none"> • + 50% RCC-CTE enrollment in Manufacturing & Information Tech • KCC _____???? 	<ul style="list-style-type: none"> • Double RCC-CTE enrollment in Manufacturing & Information Tech • KCC _____???? 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • _____? 	
High Schools	<ul style="list-style-type: none"> • 3 Teacher Externships / school 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • 80% Graduation Rate 	<ul style="list-style-type: none"> • _____? 	
Middle Schools	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • _____? 	<ul style="list-style-type: none"> • _____? 	

Combined Efforts Common Goals



College and Career for All Movement

Convener - Scott Beveridge
Southern Oregon ESD

Dual Credit Articulation - Southern Promise
Co-conveners - Daniella Bivens, Rogue Community College
Scott Beveridge, Southern Oregon ESD

Career Related Learning Experiences (CRLE)
Convener - Jim Fong, Rogue Workforce Partnership

Career Technical Education (CTE)
Convener - Brian Robin, Southern Oregon ESD

STEM Hub
Convener - Steve Thorpe, Southern Oregon University

**Mutually
Reinforcing
Activities**

Youth are transitioning
successfully from high
school to college and/or
careers

A Regional Framework for Strategic Transformation

Businesses

Will partner in . . .

- Industry / Education Councils
- Teacher/Counselor
Industry Tours & Externships
- Student Activities in
STEM, CTE, CRLE
- Sponsorships

Informal Education & Community

- Youth, Parents / Adults
- **STEM, CTE, CRLE** Focus

K-20 CC4A Hub

- Transform Business / Education Partnership
- Convene, Facilitate, Research & Coordinate
 - Coordinate **STEM, CTE, CRLE**

Workforce Boards with
Economic Development,
Junior Achievement,
Chambers of Commerce

K-12 Schools Transformative Enhancement

- Teaching & Learning
 - Project-Based / Contextualized & Experiential Learning
 - Teacher Industry Tours & Externships
 - **STEM, CTE, CRLE** Coordinator
 - Scheduling & Professional Learning Communities
- Secondary Education Experience
 - Career Themes / "Majors" & Industry Credentials
 - Accelerated Learning / **Dual Credit**
 - **STEM, CTE, CRLE** Focus
 - Facilities/Labs Career Focused

Community Colleges

- Transform Link to High Schools
 - **Dual Credit** & Career Pathways
 - **STEM, CTE, CRLE** Focus + Coordinator

Universities

- Transform Link to High Schools
 - **Dual Credit** & Career Majors
 - **STEM, CTE, CRLE** Focus + Coordinator

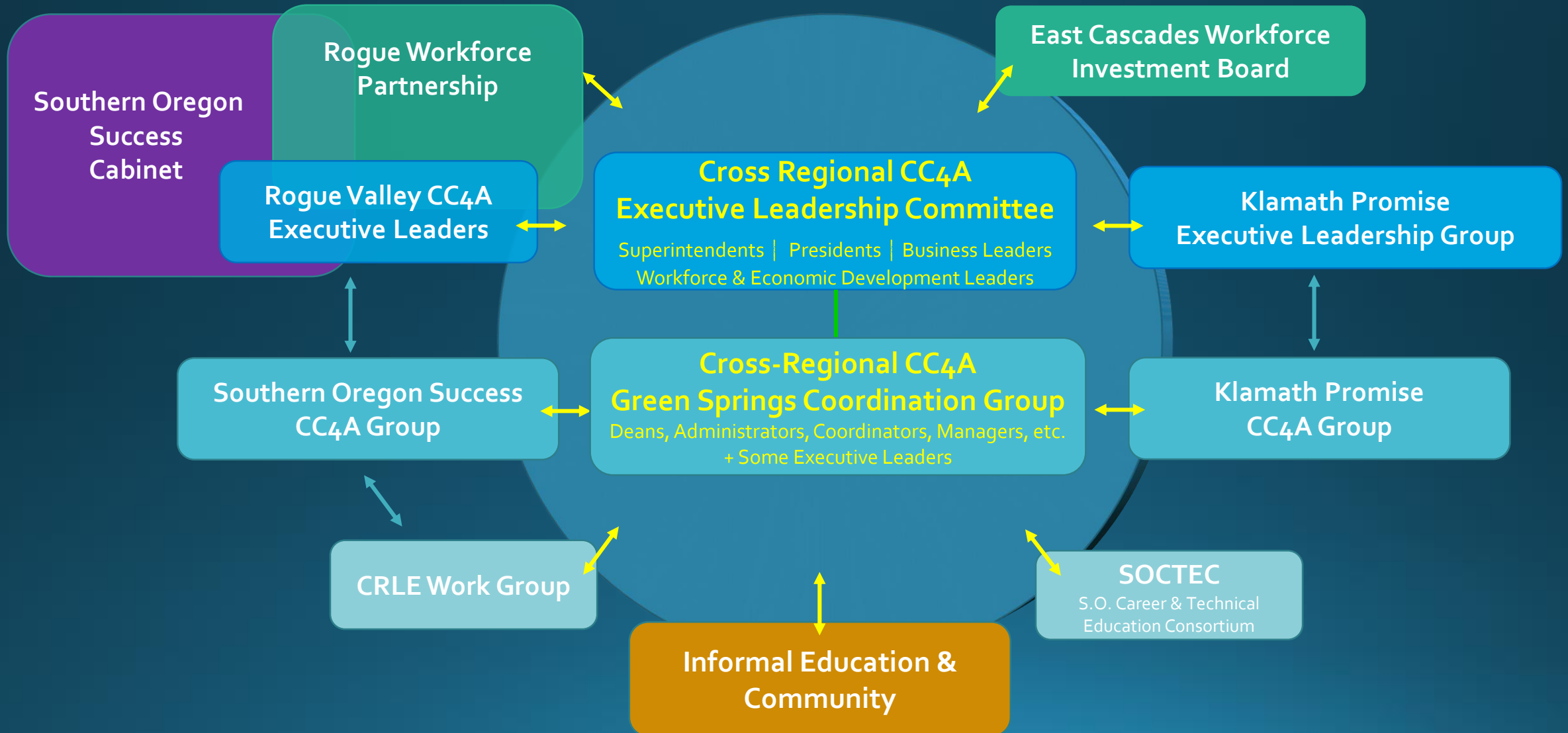
WorkSource Oregon Centers

- Out of School Youth + Adults
- **STEM, CTE, CRLE** Focus
- Worksite-Based Training

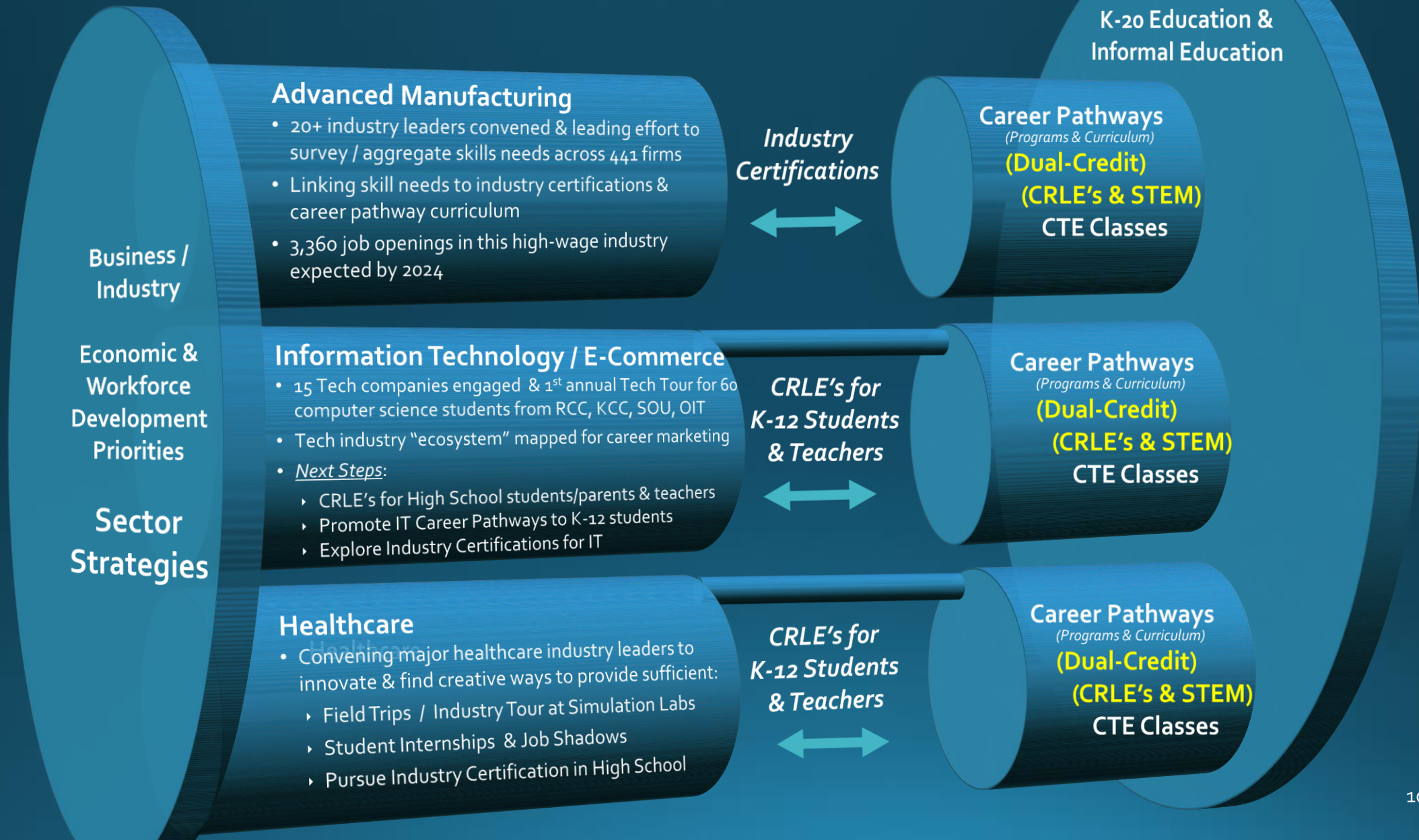
CC4A Hub Governance (Draft)

Organizational Structure / Relationships

STEM | CTE | CRLE



Building the Talent Pipeline



Building the Talent Pipeline

K-20 Education &
Informal Education

SOREDI Industry Tours

- 70 educators participated in 6 Industry Tours to 24 companies since 2015
- Educators slots underwritten by Blue Cross Blue Shield | Tours continuing in the future

RCC & SOREDI - *Industry & Career Pathways Promotion*

- Unified set of posters for every school - links SOREDI's EDGE campaign posters (*of the region's successful businesses*) & RCC's Career Pathways posters / promotion effort
- Collaborative "marketing" effort convened & facilitated by Rogue Workforce Partnership

Business / Education Partnership - *A Campaign Strategy*

- 20+ business, education & community leaders creating a messaging campaign to reach students, teacher, counselors, parents, grandparents | Common Agenda & Shared Measures
- Community Identity | Regional Strengths & Attractiveness | Core Industries & Jobs
- Defining "Line of Sight" to Career Pathways and in-demand jobs / occupations
- Igniting passion in students & educators

Oregon Connections

- Developing operational standards and rolling out this on-line tool that helps connect business / industry volunteers with students for applied STEM learning & CRLE's

Grants

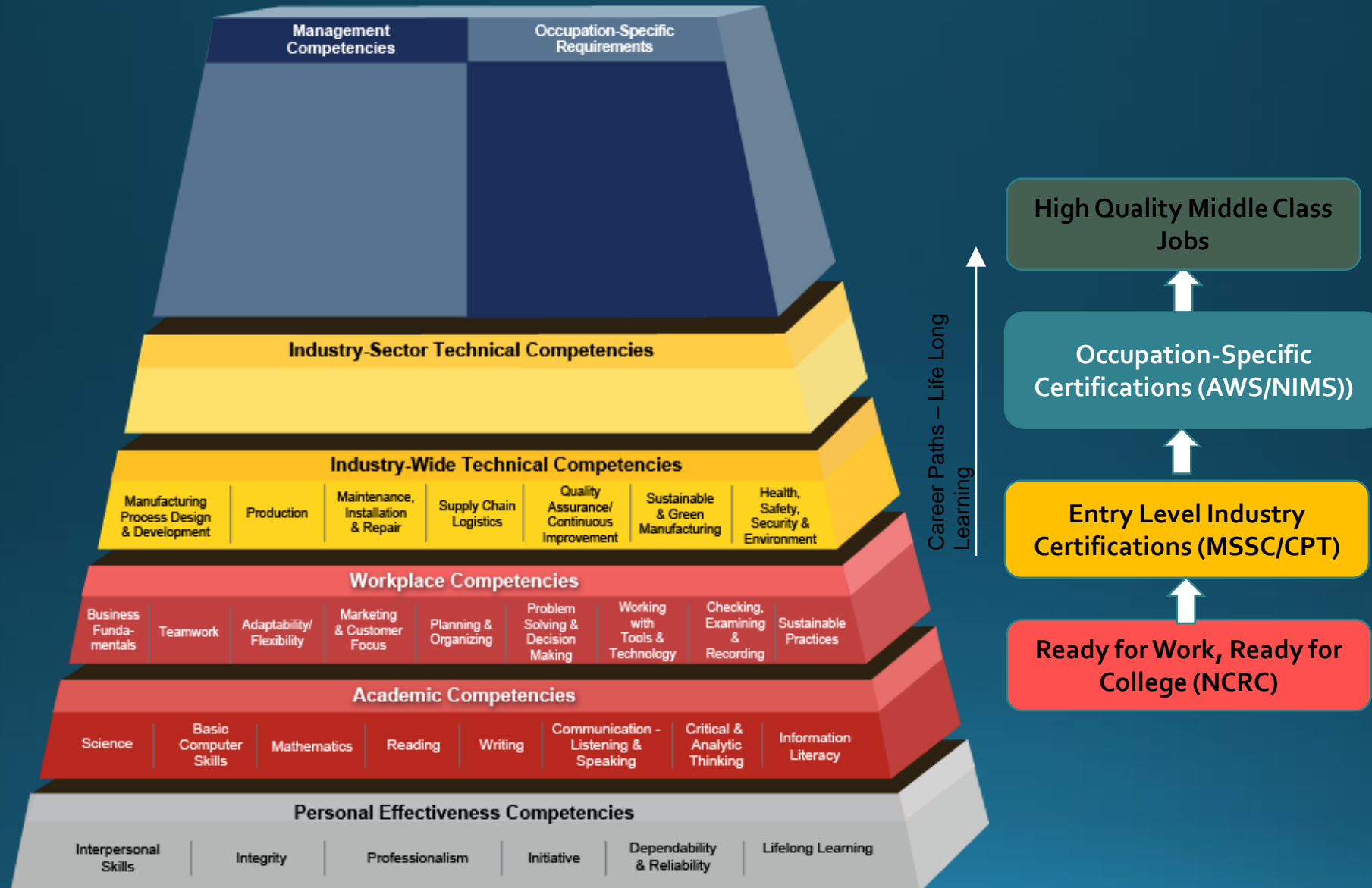
- Math in Real Life Grant – linked math teachers up with key industry leaders
- STEM Implementation Grant – *Externships*
- Chief Science Officer

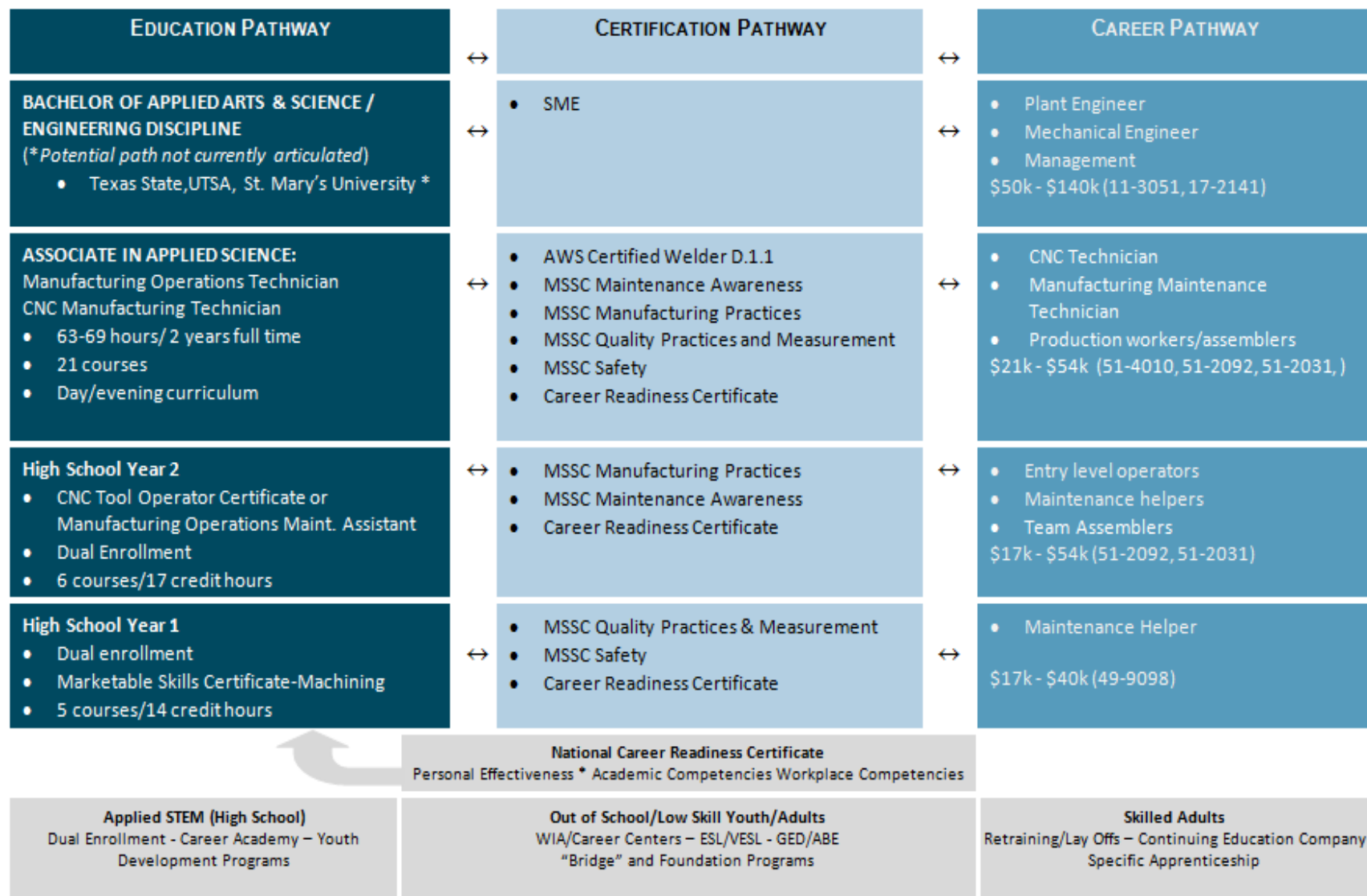
Business /
Industry

Economic &
Workforce
Development
Priorities

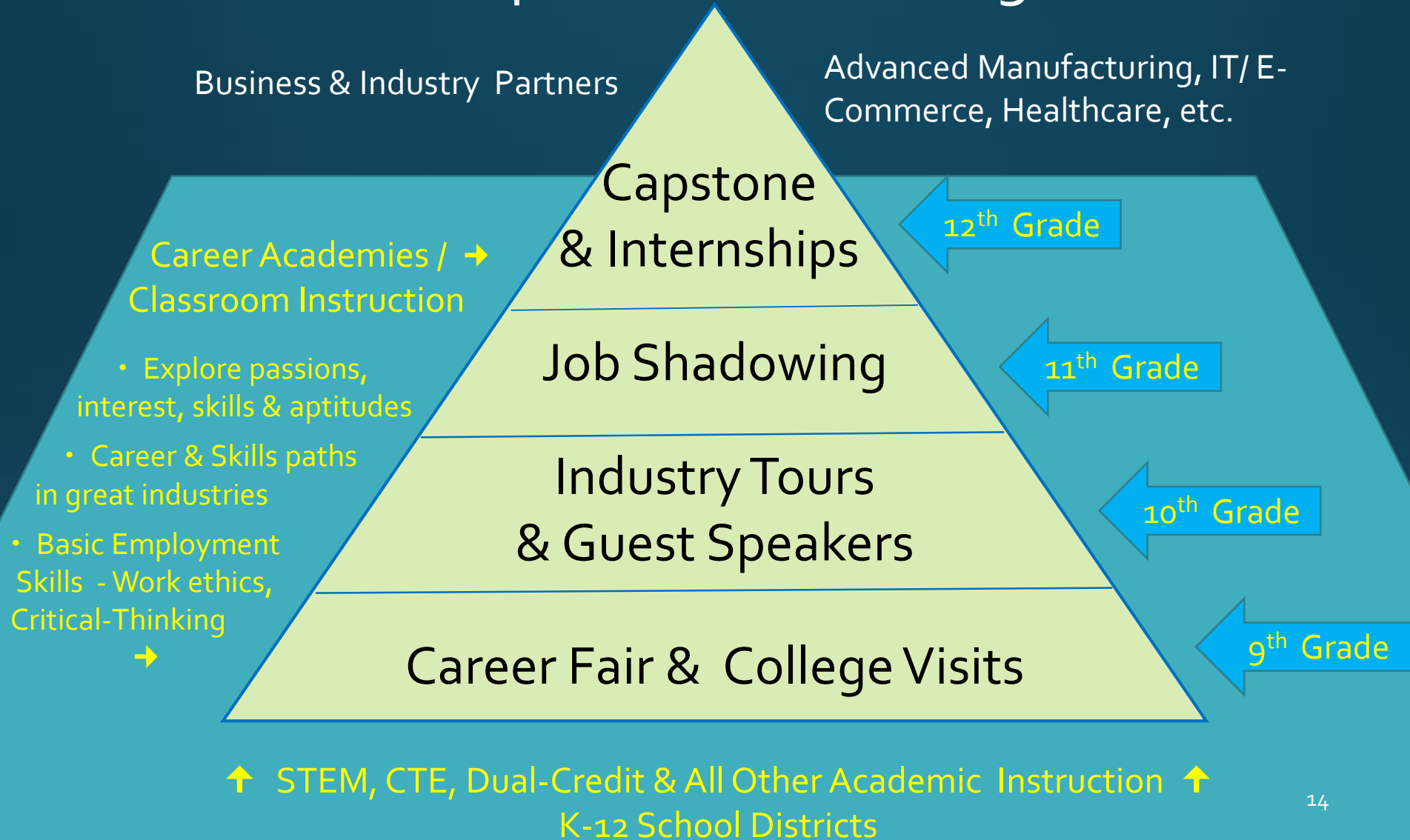
Sector
Strategies

Advanced Manufacturing Competency Model





CC4A - CRLE, STEM, CTE & Dual-Credit - Experiential Learning Model



There are many small manufacturers in the Rogue Valley

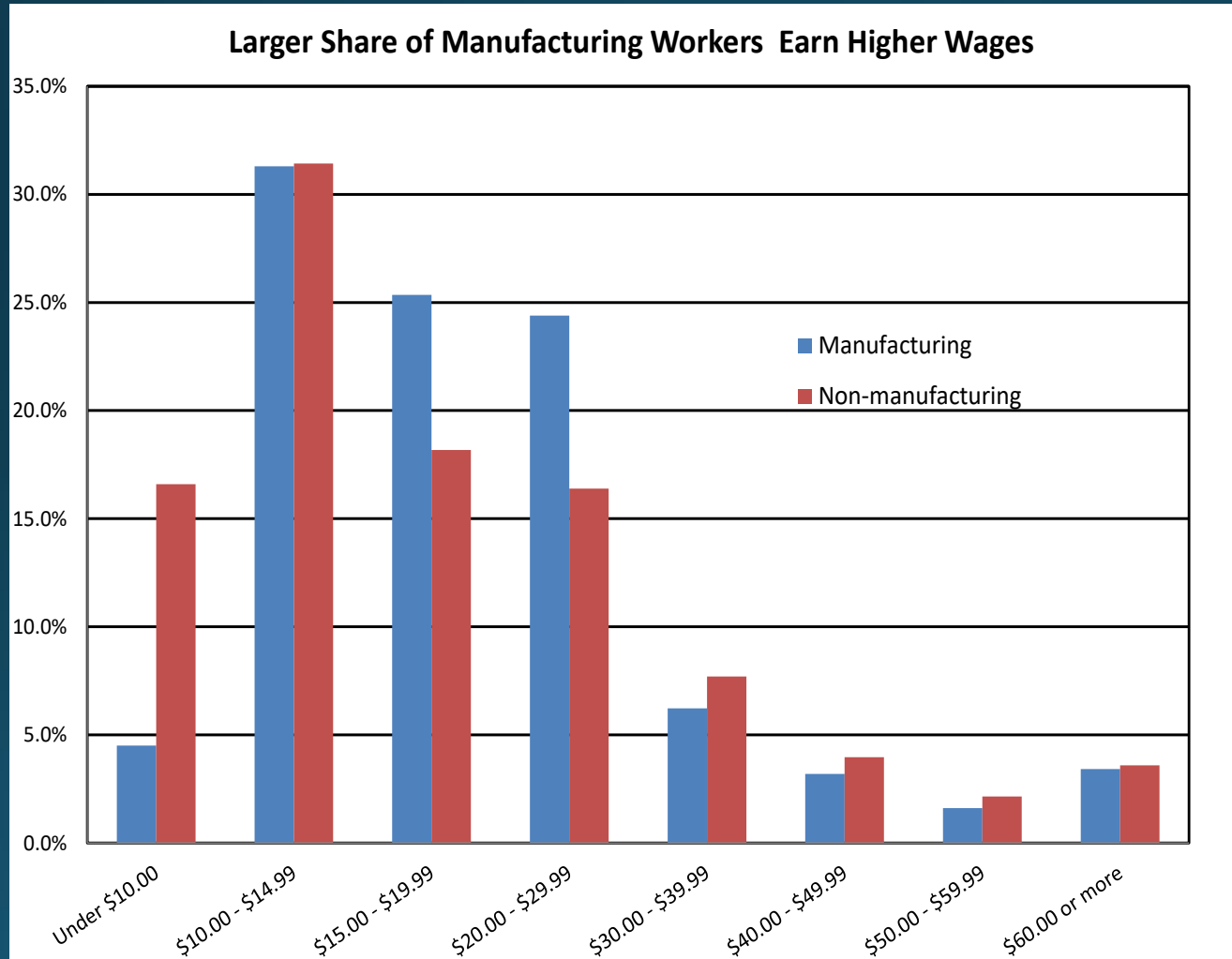
NAICS	# of Firms						
	A. 0-4 Employees	B. 5-9 Employees	C. 10-19 Employees	D. 20-49 Employees	E. 50-99 Employees	F. 100+ Employees	TOTAL
311 - Food Manufacturing	18	11	6	4	3	*	42
312 - Beverage and Tobacco Product Manufacturing	19	12	6	3	*	*	40
314 - Textile Product Mills	8	4	*	*	*	*	12
315 - Apparel Manufacturing	*	*	*	*	*	*	6
316 - Leather and Allied Product Manufacturing	*	*	*	*	*	*	2
321 - Wood Product Manufacturing	5	5	9	6	4	*	29
323 - Printing and Related Support Activities	12	4	4	3	*	*	23
324 - Petroleum and Coal Products Manufacturing	*	*	*	*	*	*	3
325 - Chemical Manufacturing	7	9	*	*	4	*	20
326 - Plastics and Rubber Products Manufacturing	7	4	*	*	*	*	11
327 - Nonmetallic Mineral Product Manufacturing	8	7	*	5	*	*	20
331 - Primary Metal Manufacturing	*	*	*	*	*	*	2
332 - Fabricated Metal Product Manufacturing	27	15	7	10	*	*	59
333 - Machinery Manufacturing	6	7	*	*	4	*	17
334 - Computer and Electronic Product Manufacturing	4	*	4	5	4	*	17
335 - Electrical Equipment, Appliance, and Component Manufacturing	*	*	*	*	*	*	3
336 - Transportation Equipment Manufacturing	9	3	6	8	*	*	26
337 - Furniture and Related Product Manufacturing	18	6	7	3	*	*	34
339 - Miscellaneous Manufacturing	28	9	7	6	*	*	50

*This cell is confidential. Firm count and employment total is combined with the next lowest cell when possible.

Two-thirds of Rogue Valley's manufacturing firms have fewer than 10 employees.

Manufacturing has a larger portion of workers in high-wage jobs.

1st Quarter 2015- Rogue Valley



About 40% manufacturing workers at least \$20.00 per hour, compared with one-third (34%) of workers in non-manufacturing industries. A much lower share of manufacturing workers earn less than \$10 per hour

Manufacturing Employment Projections by Workforce Area							
Workforce Area	2014 Employment	2024 Employment	Change	Percent Change	Growth Openings	Replacement Openings	Total Openings
Portland Metro	79,171	85,169	5,998	7.6%	5,998	17,778	23,776
Mid Valley	25,794	27,971	2,177	8.4%	2,177	5,966	8,143
Clackamas County	17,217	18,772	1,555	9.0%	1,555	3,930	5,485
Lane County	13,013	14,723	1,710	13.1%	1,710	3,000	4,710
East Cascades	10,622	11,755	1,133	10.7%	1,133	2,462	3,595
Rogue Valley	10,085	11,167	1,082	10.7%	1,082	2,276	3,358
Northwest Oregon	8,884	9,064	180	2.0%	180	2,067	2,247
Eastern Oregon	7,944	8,425	481	6.1%	481	1,815	2,296
Southwestern Oregon	6,652	7,388	736	11.1%	736	1,538	2,274

Growth openings are equal to the net job change by region; these openings result from new and expanding businesses.

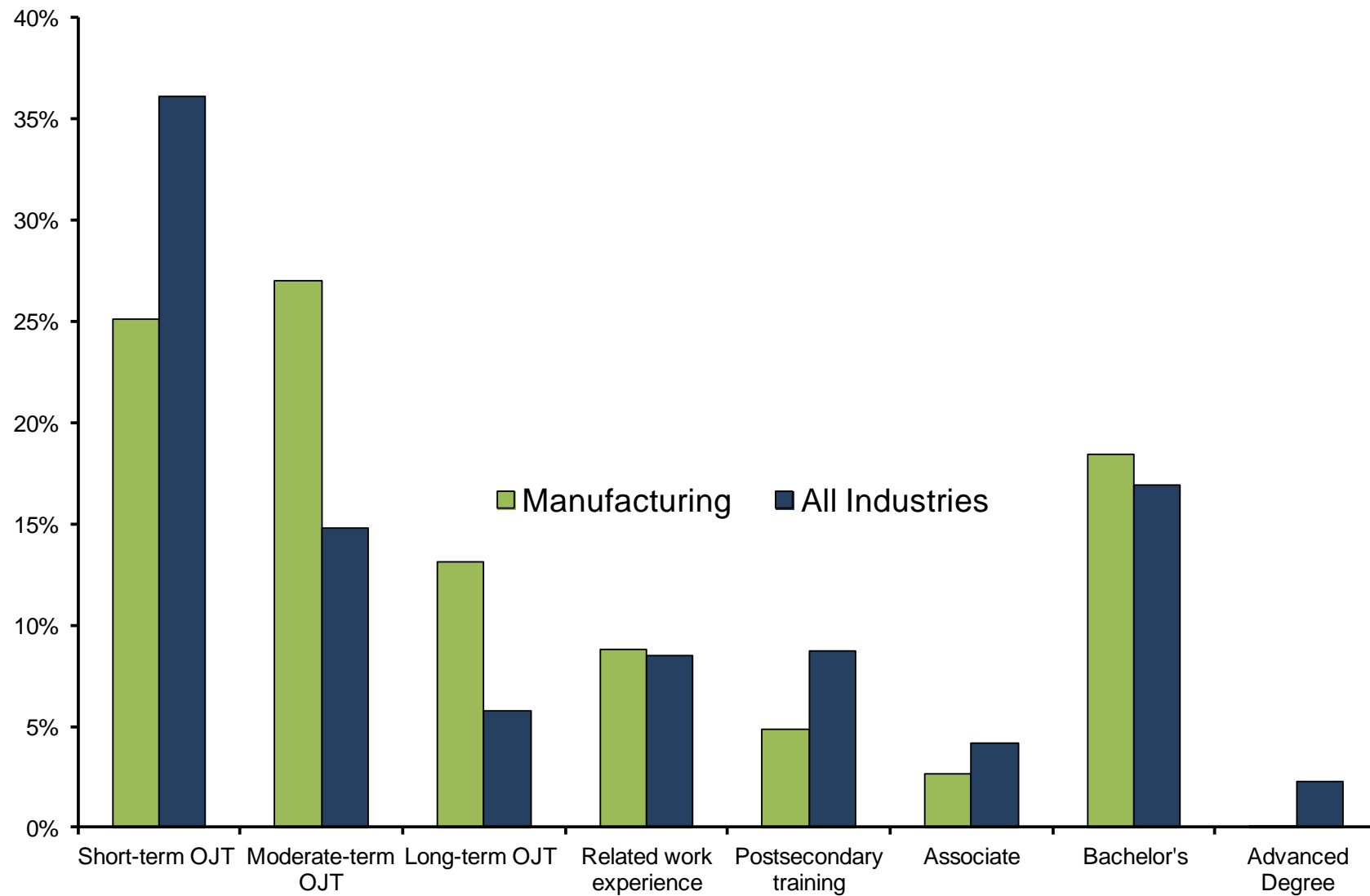
Replacement openings result when existing positions need to be filled due to retirements or workers leaving the industry.

Expect many manufacturing job openings

- Net job gain of 11 percent (+1,080) in manufacturing expected in the Rogue Valley between 2014 and 2024.
- Growth opening are only part of the story. Replacement openings are expected to account for 2,276 of the manufacturing industry's nearly 3,360 total job openings from 2014 to 2024.

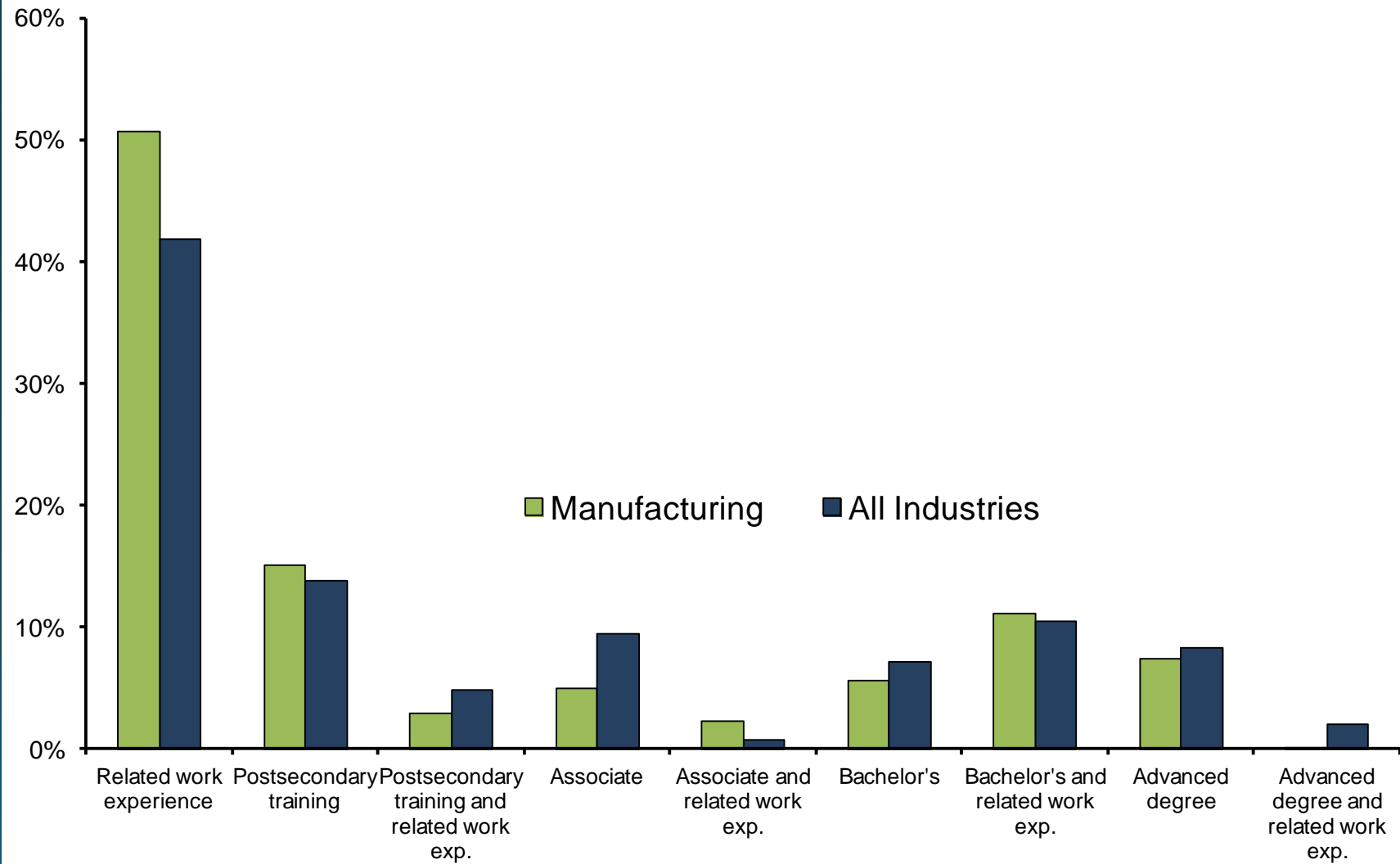
Approximately 68% of the expected job openings between 2014-2024 are replacement openings.

**On-the-Job Training and Bachelor's Degrees Most Common
Minimum Requirements, 2010**



Competitive Edge: Related Work Experience, Postsecondary Training, or Bachelor's *plus* Experience

Competitive Education Requirements in 2010



Rogue Advanced Manufacturing Partnership

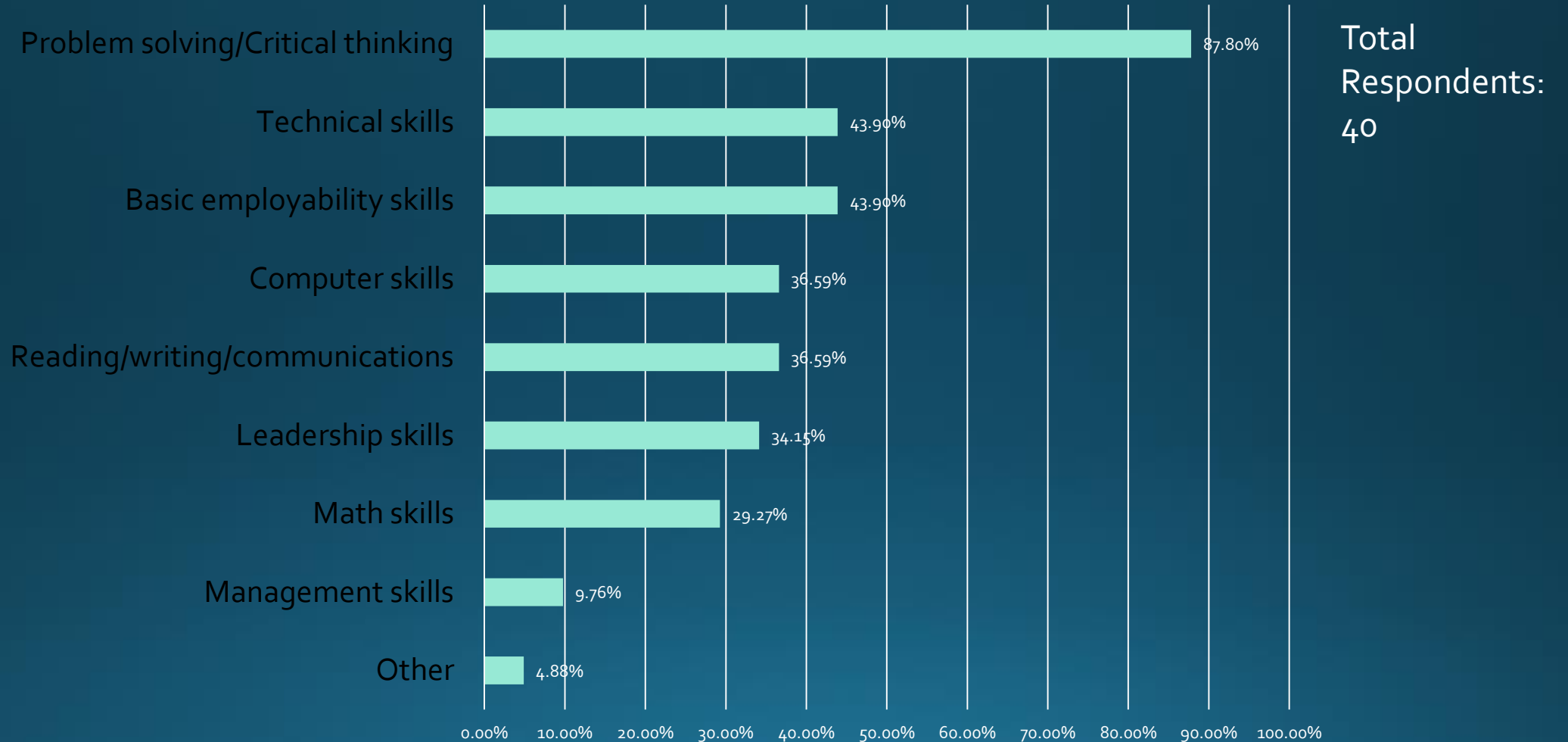
Preliminary Survey Results
Represents 48 Respondents/
43 unique companies

Key Findings
Presented to K-20 Education / Workforce Partners
February 17, 2017

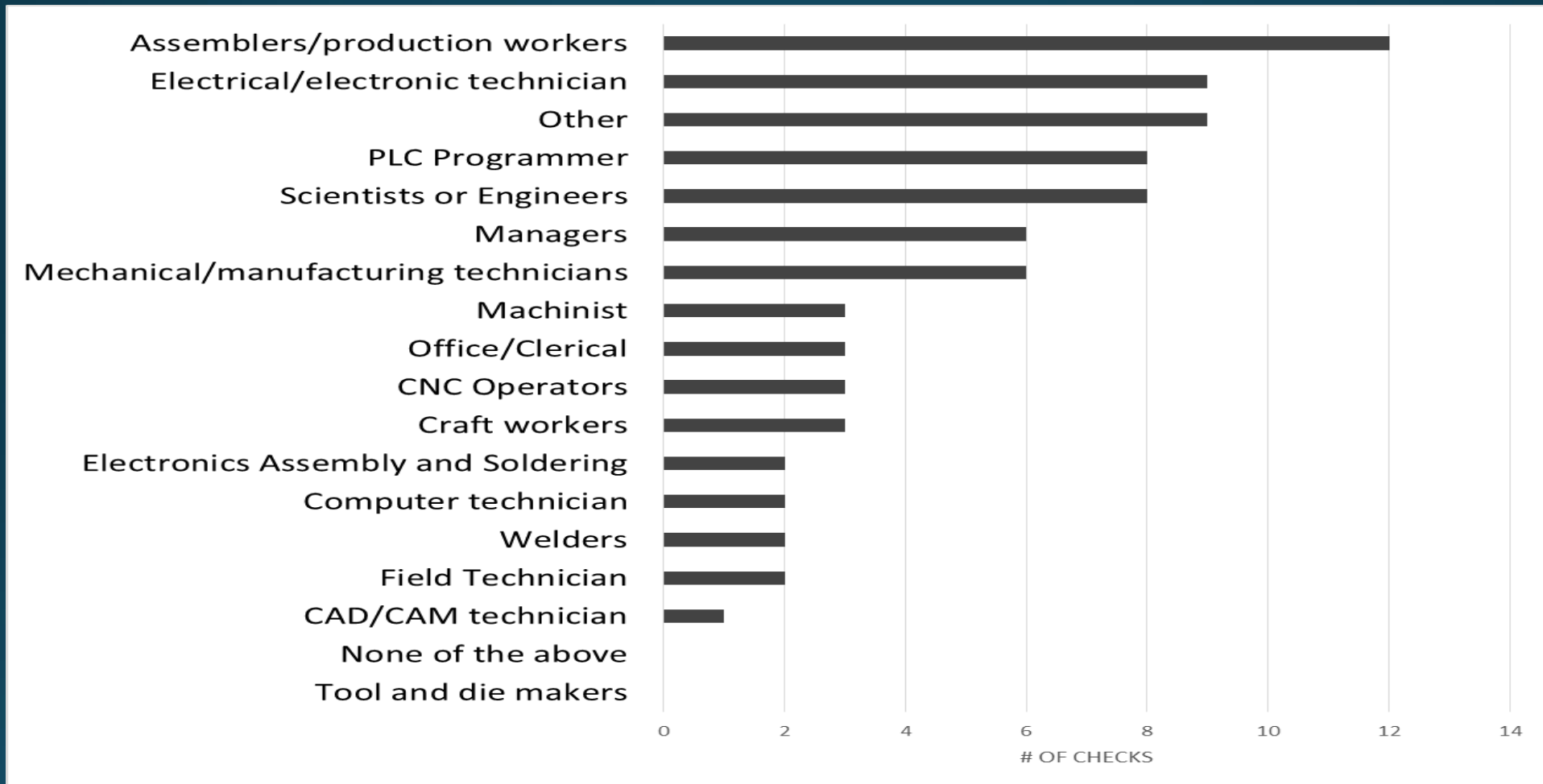
Workforce Issues (Moderate & High Priority)

1. Finding qualified applicants: 100%
2. Maintaining a skilled workforce: 100%
3. Work ethic: 100%
4. Lack of work readiness: 98%
5. Motivated employees: 95%
6. Quality of work (workmanship): 93%
7. Quantity of work: 90%
8. Keeping employee skills up-to-date: 88%
9. Image of manufacturing: 70.00%
10. Aging workforce/succession planning: 64%
11. Positive drug test/use: 61%
12. Global competition: 51%

Key Workforce Skills Needed



Most Difficult-to-Fill Positions



*Other: Sales/Marketing, Skilled Industrial Sewing, All, Mgmt./Supervisory, Licensed Electricians, Diesel Mechanics, CDL Drivers

Open Positions

1. Assemblers/Production Workers: 513
2. Craft Workers: 168
3. Office/ Clerical: 124
4. Managers: 49
5. Mechanical/ Manufacturing Technicians: 46
6. Electronics Assembly and Soldering: 44
7. Electrical/Electronic Technicians: 30
8. CNC Operators: 29
9. Scientists or Engineers: 27
10. Computer Technical Workers: 26
11. Computer Technician: 26
12. Machinist: 25
13. Welders: 16
14. PLC Programmer: 10
15. Skilled Industrial Sewing: 5
16. CAD/CAM Technician: 4
17. Tool & Die Makers: 4
18. Field Technician: 3
19. Marketing: 1
20. Millwrights: 1

Sample size includes 34
respondents

Side-by-Side Comparison

Certification	Certifications Currently Utilized	Future Value
MSSC- Manufacturing Skills Standards Council Certified Production Technician	5	19
AWS- American Welding Society- Certified Welder	8	13
CSCP- Certified Supply Chain Professional from APICS	2	10
MT1- Manufacturing Technician- Manufacturing Skills Institute	4	9
PMMI Packaging Machinery Manufacturing Institute's Mechatronics	2	9
ISCET- International Society for Certified Electronics Technicians Associate Level	2	9
CSWP- Certified SolidWorks Professional	0	9
APICS- American Production & Inventory Control Society	4	9
NIMS- National Institute for Metalworking Skills- Machining	3	8
CLTD- Certified in Logistics, Transportation & Distribution from APICS	2	8
CSWA- Certified SolidWorks Associate	4	7
CMA- Certified Management Accounting	1	6
CPSM- Certified Professional in Supply Mgmt. from ISM Institute	1	6
CAD/CAE: Computer Aided Design/ Computer Aided Engineering	6	4
AutoDesk Software Certification	1	4



SKILLS
CERTIFICATION
SYSTEM

ACT



NADCA
NORTH AMERICAN DIE CASTING ASSOCIATION





Manufacturing Skills Standards Council

Certified Production Technician

- CPT - Industry recognized certification chosen by manufacturing leaders in Portland Metro & Rogue Valley regions as top priority to rollout in WorkSource Oregon & K-20 Education System
- National industry-led training, assessment and certification system
- Based upon federally-endorsed national standards
- Statewide or regional rollouts in high schools, community colleges & workforce centers in multiple states – Indiana, Alabama, Ohio, Kentucky, etc.
- Focuses on core skills and knowledge needed by production workers
- Offers both entry-level and incumbent workers opportunity to demonstrate skills mastery needed in high-growth, technical jobs of the 21st century
- Certified Production Technician (CPT) credential is awarded to individuals who pass each of four production modules



CERTIFIED PRODUCTION TECHNICIAN

CRITICAL PRODUCTION FUNCTIONS COVERED BY MSSC COURSES AND ASSESSMENTS:

The Manufacturing Skill Standards Council (MSSC) credentialing system leading to a CPT covers the four critical production functions, as defined by MSSC's industry-led, nationally validated skills standards, common to all sectors of manufacturing: Safety, Quality & Continuous Improvement, Manufacturing Processes & Production, and Maintenance Awareness. Each area is addressed with a separate assessment. MSSC training and assessments are organized around those four modules. An individual can earn a "Certificate" if they pass one or more assessments. However, they must pass all four assessments to earn the full "CPT" certification. MSSC strongly recommends that individuals be at the 9th grade level of math and 10th grade level of English before attempting MSSC courses and assessments. The four critical functions and their related key activities are described below:

SAFETY

1. Work in a Safe and Productive Manufacturing Workplace
2. Perform safety and environmental inspections
3. Perform emergency drills and participate in emergency teams
4. Identify unsafe conditions and take corrective action
5. Provide safety orientation for all employees
6. Train personnel to use equipment safely
7. Suggest processes and procedures that support safety of work environment
8. Fulfill safety and health requirements for maintenance, installation, and repair
9. Monitor safe equipment and operator performance
10. Utilize effective, safety-enhancing workplace practices

MANUFACTURING PROCESSES & PRODUCTION

1. Identify customer needs
2. Determine resources available for the production process
3. Set up equipment for the production process
4. Set team production goals
5. Make job assignments
6. Coordinate work flow with team members and other work groups
7. Communicate production and material requirements and product specifications
8. Perform and monitor the process to make the product
9. Document product and process compliance with customer requirements
10. Prepare final product for shipping or distribution

QUALITY PRACTICES & MEASUREMENT

1. Participate in periodic internal quality audit activities
2. Check calibration of gages and other data collection equipment
3. Suggest continuous improvements
4. Inspect materials and product/process at all stages to ensure they meet specifications
5. Document the results of quality tests
6. Communicate quality problems.
7. Take corrective actions to restore or maintain quality
8. Record process outcomes and trends
9. Identify fundamentals of blueprint reading
10. Use common measurement systems and precision measurement tools

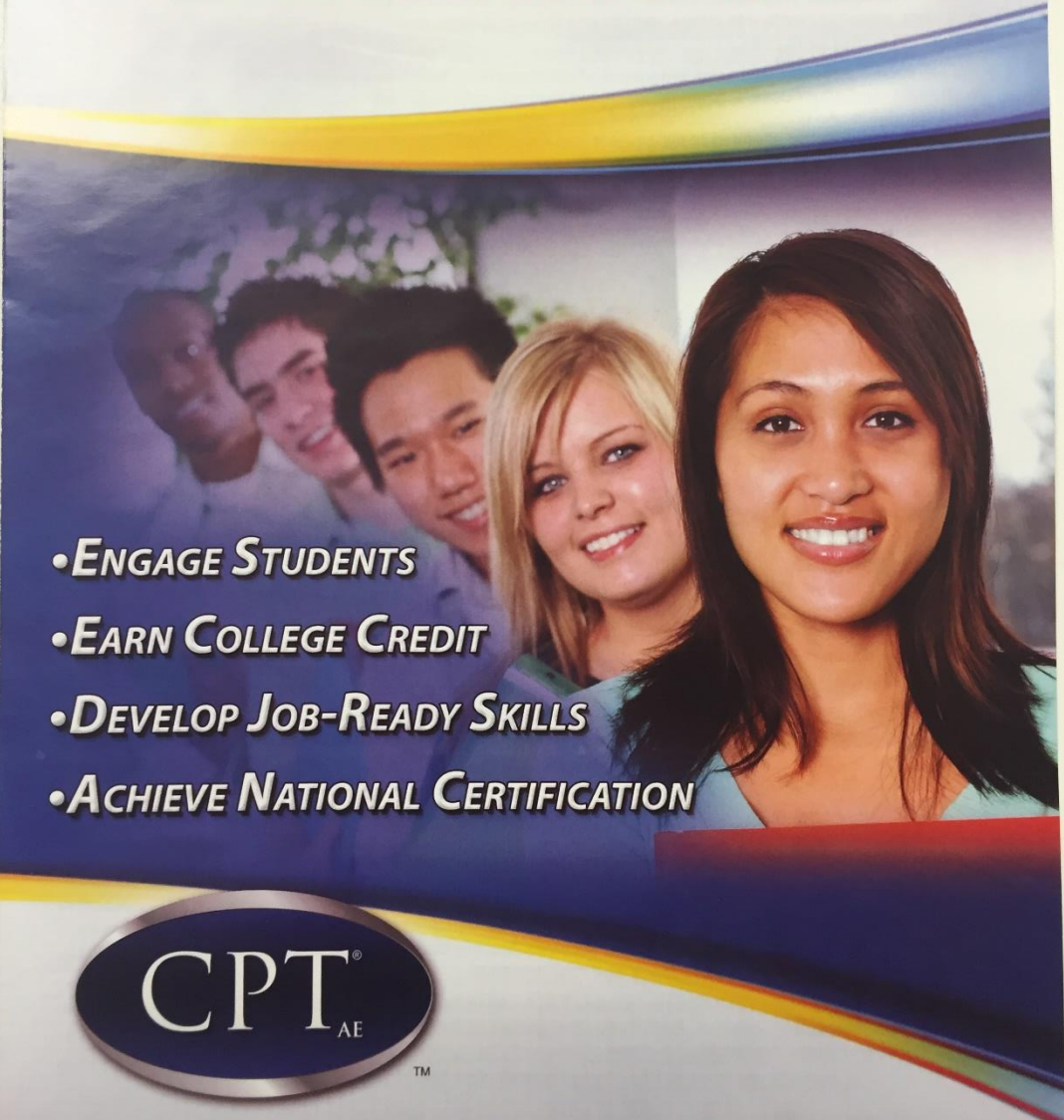
MAINTENANCE AWARENESS

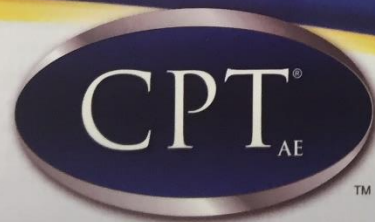
1. Perform preventive maintenance and routine repair
2. Monitor indicators to ensure correct operations
3. Perform all housekeeping to maintain production schedule
4. Recognize potential maintenance issues with basic production systems, including knowledge of when to inform maintenance personnel about problems with:
 - Electrical systems
 - Pneumatic systems
 - Hydraulic systems
 - Machine automation systems
 - Lubrication processes
 - Bearings and couplings
 - Belts and chain drives

NOTE: MSSC assesses core understanding of the key work activities and core technical knowledge and skills needed in high-performance manufacturing, as defined by MSSC Production Skill Standards. Given online, MSSC Assessments also help measure basic computer, problem-solving and analytical skills and one's ability to apply knowledge to specific situations identified in the assessments. There are no experiential or hands-on requirements for MSSC certification as it is expected that individual employers will determine those requirements based upon their own specific needs. MSSC does not require that individuals take MSSC courses prior to testing.

CERTIFIED PRODUCTION TECHNICIAN

CAREER PATH SUCCESS FOR HIGH SCHOOL STUDENTS!

- 
- **ENGAGE STUDENTS**
 - **EARN COLLEGE CREDIT**
 - **DEVELOP JOB-READY SKILLS**
 - **ACHIEVE NATIONAL CERTIFICATION**

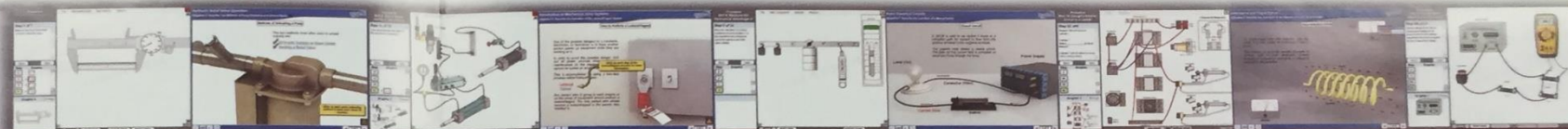


Engage...

Ignite a Passion for Achievement

In today's technology driven society, capturing the attention of high school students can be a daunting task. Active engagement in learning provides students with the necessary skills to competently meet the challenges in today's workplace. Regardless of their career path, high schools must prepare students who can engage in their work, effectively work with others, identify and solve problems, and continue to acquire the necessary skills to succeed in their work roles.

The Certified Production Technician program enables students to build this foundation. The program's interactive multimedia curriculum uses a competency-based instructional design that teaches MSSC's nationally recognized standards. An engaging combination of video, text, audio, 3D animation and interactive activities, the CPT curriculum captures the attention of the student and keeps them engaged through the entire learning process – igniting their passion for achievement.



Earn...

Get a Head Start, Earn College Credit

High school students achieving the CPT certification will have a distinct academic advantage over other college-bound students. Students focusing on engineering, manufacturing, energy, science and a host of other career paths must be able to demonstrate their technical knowledge.

CPT develops strong STEM (Science, Technology, Engineering, Mathematics) skills as a natural part of learning technical skills. Students also learn essential academic skills such as writing, listening, problem solving, decision making and analyzing information. Today, many schools have established college articulation for the program for up to six credit hours.

CERTIFIED PRODUCTION TECHNICIAN PROGRAM

Quality Practices & Measurement

- Multi-view Drawings
- Sectional Drawings & Fasteners
- Geometric Dimensioning & Tolerancing
- Basic & Precision Measurement Tools
- Dimensional Gauging
- Control Charts
- Quality Systems
- Continuous Improvement
- Statistical Process Control

Safety

- Production Teams
- Training & Leadership
- Safety Organization
- Personal Protective Equipment
- Work Area Safety
- Fire & Electrical Safety
- Hazardous Material Safety
- Tool & Machine Safety
- Material Handling Safety

Manufacturing Processes & Production

- Mechanical Principles
- Mechanical Linkages
- Machining Processes
- Machine Tooling
- Machine Operations
- Machine Troubleshooting
- Equipment Procedures
- Production Planning & Workflow
- Production Control

Maintenance Awareness

- Basic Electrical Circuits
- Electrical Measurement
- Electrical Power
- Pneumatic & Hydraulic Power Systems
- Lubrication Concepts
- Bearings & Couplings
- Belt & Chain Drives
- Machine Control Concepts
- Machine Automation

Authentic, Comprehensive, Job-Ready Skills

Develop...

Employer Preferred, Job-Ready Skills

Advanced Manufacturing offers some of the highest paying and most satisfying career opportunities available today. High School students heading towards a career in manufacturing must demonstrate a broad array of critical technical skills. The MSSC CPT Program provides training and credentialing in the foundational areas of **safety, quality, manufacturing processes and maintenance.**

In addition to technical skills, CPT addresses cross-functional skills, such as communication, teamwork, customer awareness and workplace conduct. CPT is the foundation of the NAM-Endorsed Skills Certification System, making it a truly portable credential.

Achieve...

Certification is the Path to Success

Increasingly, manufacturers are looking to national organizations to identify, develop and establish skill standards. These standards offer students the opportunity to demonstrate that they have acquired the necessary skills for the technologically intensive jobs of the 21st century. MSSC's CPT program puts students on the path to success:

- Industry recognizes and prefers the CPT certifications
- Creates portable record of achievement
- Improves prospects for hiring, advancement and benefits
- Demonstrates students are able to keep pace with technological changes

SKILL BOSS: COMPREHENSIVE ASSESSMENT

SKILL BOSS

Skill Boss is designed to assess the hands-on skills needed by today's advanced manufacturing production areas including assembly & machine operation. No other system boasts this many technologies in a portable platform.

Assessment Areas	Skill Boss Evaluates over 60 Essential Manufacturing Skills Including:
Safety	Perform pre-start up inspection Demonstrate lockout/tagout procedure Confirm safety interlocks on guard are functional Confirm zero energy state of all power sources Locate and interpret safety data sheet(s)
Quality	Perform measurements using tape measure, caliper, micrometer, & dial indicator Compare measurements to GDT specifications on a print Measure & verify shaft runout falls within specified tolerance
Production Processes	Locate parts & fasteners for assembly operation using a blueprint Assemble parts using Allen wrenches, wrenches, & screwdrivers Use torque wrench to properly tighten a fastener Navigate menus on an HMI Manually operate cylinders Perform an emergency shutdown Reset Alarm and restart machine Measure cycle time
Maintenance Awareness	Adjust pneumatic lubricator's drip rate Adjust pressure regulator's setting Adjust actuator speed using flow control valves Install a pillow block bearing and shaft Install a flexible coupling and shaft Align and tension a belt drive Lubricate a bearing using a grease gun Drain an air filter Connect pneumatic circuit using a schematic Adjust various sensors

CPT & CPT PLUS: PATHWAYS TO SUCCESSFUL CAREERS

MSSC's full Certified Production Technician (CPT) certification consists of four stackable credentials; Safety, Quality Practices & Measurement, Manufacturing Processes & Production, & Maintenance Awareness. The CPT Plus certification complements the full CPT credential by providing employees with proof that an individual has the comprehensive technical knowledge and hands-on skills needed to be immediately productive.



**SKILL BOSS REQUIRED BY
MSSC FOR CPT PLUS
CERTIFICATION ASSESSMENT**



2400 Centennial Blvd.
Jeffersonville, Indiana 47130 U.S.A.





SKILL BOSS: HANDS-ON TRAINING & ASSESSMENT



"CPT Plus" Certification Assessment

Develop/Evaluate Individuals' Skill Sets

CPT Plus certification provides employers further proof of an individual's skill set by requiring successful demonstration of hands-on skills in electronic, electrical, fluid power, & mechanical systems.

Skill Boss, designed to meet MSSC standards, is a hands-on skill training & assessment system that integrates seamlessly into any manufacturing program and is required for CPT Plus certification.

Skill Boss provides the tool you need to teach or evaluate an individual's skills as they install, adjust, & troubleshoot components on this fully functional mechatronics system, applicable to both discrete parts & process manufacturing.

Performing a real-world sorting & finishing process, Skill Boss automatically feeds parts into the system where they are rejected or accepted to continue the process. If accepted, the parts are buffed with a polishing wheel before a 3-axis robotic pick & place system picks up the part and moves it into "finished goods" based on its material.

Parts Feeder

- Part feeder tube
- Part guide rail
- Electro-pneumatic cylinder
- Photoelectric sensor

Work Surface

- Precision aluminum surface
- Machined handles
- Risers for assembly access

Operator Station

- Human Machine Interface (HMI)
- Variable Frequency Drive (VFD)
- Programmable Logic Controller (PLC)
- Lockout/Tagout device



Robotic Pick & Place System

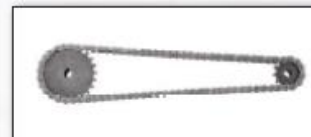
- Magnetic reed sensors
- Pneumatic cylinders
- Vacuum pick-up system
- Rotary actuator
- Limit switches
- Inductive sensor

Electro-Pneumatic System

- Control interface
- Flow control valves
- Electro-pneumatic DCVs
- Pressure regulator/filter combo
- Mist lubricator

Mechanical Drive System

- Electric motor (0.28 kW)
- Multi-shaft drive
- Flexible coupling
- Pillow block bearings
- Bearing lubrication (oil & grease)
- Interchangeable V-belt & Chain drive
- Jack bolt alignment screws
- Polishing wheel



Included Belt & Chain Drive Components

RWP Workforce Board ♦ Membership & Positions

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Business Representatives ♦ Mandatory Majority			Labor Representatives &/or Joint Apprenticeship Training Center ♦ Mandatory		
1	Jessica Gomez* ♦ Founder & CEO <i>RWP Chair</i>	Rogue Valley Microdevices	Lance Corley ♦ Apprenticeship Director	Crater Lake Electrical JATC <i>Joint Apprenticeship Training Committee IBEW Local 659 - International Brotherhood of Electrical Workers</i>	1
2	Michael Donnelly* ♦ Materials Manager <i>RWP Vice-Chair</i>	Carestream, Inc.	Drew Waits ♦ Business Agent / Organizer	Southern Oregon/Northern California Plumber & Steamfitters, UA 290	2
			Community-Based Organizations - with demonstrated experience & expertise in addressing the employment needs of individuals with barriers to employment - serve <u>veterans</u> , or individuals with <u>disabilities</u>		
			Organizations - with demonstrated experience & expertise in addressing the employment, training, or education needs of <u>eligible youth</u> , including representatives of organizations that serve <u>out-of-school youth</u>		
3	Nikki Jones* ♦ Owner	Express Employment Professionals	Brian Shumate ♦ Superintendent	Medford School District	3
4	Brent Kell ♦ Executive Director	Valley Immediate Care	Kirk Kolb ♦ Superintendent	Grants Pass School District	4
5	John Underwood* ♦ Human Resources Manager	Timber Products	Scott Beveridge ♦ Superintendent	Southern Oregon Education Service District	5
			Education & Training – Title II & Higher Education ♦ Mandatory		
6	Norm Kester ♦ CEO	Quantum Innovation	Cathy Kemper-Pelle ♦ President	Rogue Community College	6
			Economic / Community Development ♦ Mandatory		
7	Trever Yarrish ♦ Co-Founder & COO	Zeal	Alex Campbell ♦ Regional Coordinator	Regional Solutions Team	7
			OED / Wagner-Peyser ♦ Mandatory		
8	Vacant		Sherri Stratton ♦ Senior Manager	Oregon Employment Department	8
			Vocational Rehabilitation ♦ Mandatory		
9	Shawn Hogan * ♦ VP of Engineering	Linx Technologies, Inc.	Matthew Balkwill ♦ Area Manager	Office of Vocational Rehabilitation Division	9
			Optional Members		
10	Catherine Goslin ♦ Director of Human Resources	Rogue Valley Manor	Rosemary Jernigan ♦ Asst. Self-Sufficiency Program Manager	Oregon Department of Human Services	10
11	Kim Oveson ♦ Human Resource Officer	LaClinica	Linda Schott ♦ President	Southern Oregon University	11
12	Joe Meyers ♦ Vice President	Pacific Electrical Contractors	Dr. Erin Foley ♦ Dean of Students	Oregon Institute of Technology	12
13	Paul Macuga ♦ Chief People Officer	ASANTE Health Systems			
Total RWP Workforce Board Membership = 25 Positions					

Mandatory
Must be
20% of
Workforce
Board

Mandatory = WIOA Workforce Board Membership Requirement | * = Corporate Director

WORKFORCE INNOVATION & OPPORTUNITY ACT

SEC. 3. DEFINITIONS.

(10) COMMUNITY-BASED ORGANIZATION.—The term “community-based organization” means a private nonprofit organization (which may include a faith-based organization), that is representative of a community or a significant segment of a community and that has demonstrated expertise and effectiveness in the field of workforce development.

(11) COMPETITIVE INTEGRATED EMPLOYMENT.—The term “competitive integrated employment” has the meaning given the term in section 7 of the Rehabilitation Act of 1973 (29 U.S.C. 705), for individuals with disabilities.

SEC. 107. LOCAL WORKFORCE DEVELOPMENT BOARDS.

(2) COMPOSITION.—Such criteria shall require that, at a minimum—

(A) a majority of the members of each local board shall be representatives of **business** in the local area, who—

- (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority;
- (ii) represent businesses, including small businesses, or organizations representing businesses described in this clause, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area; and
- (iii) are appointed from among individuals nominated by local business organizations and business trade associations;

(B) not less than 20 percent of the members of each local board shall be representatives of the workforce within the local area, who—

- (i) **shall** include representatives of **labor organizations** (for a local area in which employees are represented by labor organizations), who have been nominated by local labor federations, or (for a local area in which no employees are represented by such organizations) other representatives of employees;
- (ii) **shall** include a representative, who shall be a member of a labor organization or a training director, from a **joint labor-management apprenticeship program**, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists;
- (iii) may include representatives of **community based organizations** that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve **veterans** or that provide or support competitive integrated employment for individuals with **disabilities**; and
- (iv) may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of **eligible youth**, including representatives of organizations that serve **out-of-school youth**;

(C) each local board shall include representatives of entities administering **education and training** activities in the local area, who—

- (i) **shall** include a representative of eligible providers administering **adult education and literacy** activities under title II;
- (ii) **shall** include a representative of institutions of **higher education** providing workforce investment activities (including community colleges);

(iii) may include representatives of **local educational agencies**, and of **community-based organizations** with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment;

(D) each local board shall include representatives of governmental and **economic and community development** entities serving the local area, who—

(i) **shall** include a representative of **economic and community development** entities;

(ii) **shall** include an appropriate representative from the **State employment service** office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area;

(iii) **shall** include an appropriate representative of the programs carried out under title I of the **Rehabilitation** Act of 1973 (29 U.S.C. 720 et seq.), other than section 112 or part C of that title (29 U.S.C. 732, 741), serving the local area;

(iv) may include representatives of agencies or entities administering programs serving the local area relating to **transportation, housing, and public assistance**; and

(v) may include representatives of **philanthropic organizations** serving the local area; and

(E) each local board may include such **other** individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate
