



Agenda

Rogue Workforce Partnership - Workforce Board Meeting

Thursday, September 20, 2018 • 2:30-4:00 p.m.

Rogue Community College - Table Rock Campus, Room 100 • 800 Pacific Avenue, White City

Video/Phone Conference access available: <https://zoom.us/j/847618192> Select your audio preference: 1) Use telephone: 1+ (669) 900-6833; Access Code: 847618192; (long distance charges apply); 2) Or, use computer microphone & speakers (headset recommended)

<u>Time</u>	<u>Item</u>	<u>Action</u>	<u>Reporting</u>
2:00 p.m.	Tour of RCC Technical Training Center		
2:30 p.m.	Call to Order (5m) <ul style="list-style-type: none"> Welcome & Introductions 		Jessica Gomez
	Consent Agenda (1m) <ul style="list-style-type: none"> June 21, 2018 RWP Workforce Board Minutes 📎 	Action	Jessica
	RWP Budget Review & Affirmation/Approval 📎 (15m)	Action	Sherri Emitte
	RWP - Staffing Changes & Office Move (2m)		Jim Fong
	Business-Education Partnership & CRLEs (20-30m) <ul style="list-style-type: none"> Update & coordination on regional partnership efforts to roll out employability skills, internships/externships, and other efforts to create Career Related Learning Experiences STEM / College & Career for All Conference - Grant Opportunity Careers in Gear Promo 		Dana Shumate & BEP Partners Scott Beveridge Deanna Wilson
	Measure 98 & Other Investments, Industry Sector Strategies & Regional Systems Alignment 📎 (20-30m) <ul style="list-style-type: none"> Checking-in on what Measure 98 investments are being made by our region's school districts? What are expected returns on investment? What's our progress in aligning our industry Sector Strategies with K-20 education & WorkSource Rogue Valley to create a coordinated regional system that helps students & adult career-seekers explore opportunities, find their passion and get started on a career path? 		Available K-12 Superintendents or representatives Jim & Sector Strategy Leaders
	Longitudinal Data / Predictive Analytics 📎 (5-10m) <ul style="list-style-type: none"> RWP and Rogue Valley partners have an opportunity to engage in a pilot program with Oregon's Chief Education Office, Department of Human Services and Oregon Enterprise Data Analytics in the use new capacities longitudinal data, big data and predictive analytic capacities. 	Affirmation to proceed	Jim
4:30 p.m.	Adjourn		Jessica

📎= Documents attached or will be handed out at meeting

Auxiliary aids and services are available upon request to individuals with disabilities. Contact Tami Allison at 842-2518.



MINUTES

ROGUE WORKFORCE PARTNERSHIP WORKFORCE DEVELOPMENT BOARD

June 21, 2018

Rogue Valley Country Club - Oaks East & West
2660 Hillcrest Road
Medford, OR

MEMBERS PRESENT:

Scott Beveridge, Alex Campbell, Lance Corley, Michael Donnelly*, Erin Foley*, Jessica Gomez, Shawn Hogan, Rosemary Jernigan, Brent Kell, Sherri Stratton, John Underwood, Drew Waits, Trever Yarrish

*= via phone/videoconference

QUORUM PRESENT: Yes

OTHERS ATTENDING:

ResCare Workforce Services: Michael Vu

WorkSource Rogue Valley, OED: Tammy Schroeder, Ainourra Oussenbec, Guy Tauer, Josh Morell

WorkSource Rogue Valley, ResCare: Tabitha Carlson, Linda Draper, Dori Williamson, Tina Berry

Junior Achievement – Deanna Wilson

College Dreams - Jen Perry

Southern Oregon Success – Peter Buckley

Rogue Community College – Julie Toldeo

Jessica Gomez for Senate – Lisa Dunnigan

Timber Products: Tanya Haakinson

JLC Avionics: Liz Tripp

Aspire: Berta Meyer

CBT Nuggets: Scott Alexander

SOHOPE Program Participant: Nicole Longoria

Rethinking Job Search Participant: Alice Clemens

Rogue Workforce Partnership: Aurora King, Sherri Emitte*, Tami Allison, Jim Fong

CALL TO ORDER, WELCOME & INTRODUCTIONS

The Board meeting was called to order by Chair, Jessica Gomez at 2:10 p.m. A round of introductions were made.

Jessica addressed the group regarding today's celebratory meeting giving some history of the past year and the board has been doing on the strategic roadmap and strategic initiative dashboard.

CONSENT AGENDA

The following items were approved in the consent agenda:

- March 15, 2018 RWP Workforce Board Meeting Minutes
- April 27, 2017 – RWP Workforce Board Meeting Minutes
- June 15, 2017 – RWP Workforce Board Meeting Minutes
- September 14, 2017 – RWP Workforce Board Meeting Minutes
- RWP PY 16 Budget Revision Affirmation
- RWP PY 17 Budget Affirmation
- One-Stop Operator Selection Affirmation

ALEX CAMPBELL MOVED TO APPROVE THE CONSENT AGENDA. THE MOTION WAS SECONDED BY BRENT KELL AND APPROVED UNANIMOUSLY.

RWP STRATEGIC ROADMAP OVERVIEW

Aurora spoke about the strategic initiative dashboard and that it was developed to reflect indication of progress. The legend is from LEAN that is indicative of complete, next steps, in progress and pending. Aurora will be following up with sponsors and distributing a fillable form to each.

STATE OF THE LABOR MARKET ADDRESS

Guy Tauer presented a slide show and spoke about the current challenge employers are facing in hiring people to fill vacant positions. A summary of the State of the Labor Market Address is as follows:

- Medford employment currently 4800 jobs above pre-recession peak in 2007
- Grants Pass employment currently 960 jobs above pre-recession peak in 2006
- 10,000 baby boomers retiring from the labor force nationwide every day
- New forecasts are showing the healthcare sector to grow by 17% in the next 10 years, manufacturing to grow by about 9%, and lots of demand for replacement positions
- Trend is turning up for younger workers despite the fact that we have less youth in the labor market
- Odds of having a higher paying job increases with more education
- Housing conundrum definitely a factor

Q&A

Q: Can you explain why we are not seeing a lot of growth in middle wage jobs?

A: This is not occupational based, but industry based. There is a lot of growth in tourism, assisted living, software companies, and accounting and engineering firms; however, we are not seeing a lot in the middle wage traditional jobs that got hit hard in the recession, such as wood products which has rebounded a bit but not to pre-recession numbers.

Q: Do you see any deviation between Jackson and Josephine Counties and national trends?

A: We took longer to gain back some of the jobs with the gain beginning in Portland and working its way to Southern Oregon (we are playing catch up); however we're at a historically strong place.

The RWP is a private/public partnership which addresses the employment needs of Jackson and Josephine Counties

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Q: Is there a specific take away you want us to have?

A: We are going to have a much larger share of our population not working – less people in their peak earning years which will affect social services as well as a challenge going forward in the terms of labor force growth in rural areas.

Q: What do you attribute the lack of youth hires pre-recession?

A: Not as many youth in the workforce – looking more toward education as well as the effect of automation in industries that have substituted labor capital.

Q: What does the workforce participation rate look like?

A: The workforce (labor force) participation rate is declining due to workers aging out; however, the youth labor force participation rate is increasing slightly due to a stronger economy.

On a related labor market information note - Jim encouraged folks interested in future labor market prognostications to attend the shared **WORKing Together – Future of Work** conference September 26, September 27 in Eugene. Steve Brown, aka the Bald Futurist and former Futurist & Chief Evangelist at Intel, will be the keynote speaker

BUSINESS EDUCATION PARTNERSHIP UPDATE

John Underwood spoke about the beginnings of this group. The idea developed out of an idea that past Executive Director of SOREDI, Ron Fox, had that teachers and administrators should be going back to their students and telling them about industry. From this, SOREDI's regular industry tours began to add local educators, in addition to industry leaders. The Business-Education Partnership came into being when industry leaders convened to debrief these tours, and were asked if they'd like to meet regularly with education leaders. Thus BEP was launched, and has now taken on a life of its own. The group is jointly staffed/convened by Dana Shumate of RWP and Kathy Trautman of SOREDI. Participants include key RWP and other industry leaders, school superintendents, principals, and career coordinators/counselors, RCC, SOU, maker space partners, Regional Solutions, city and county government,. Successes have been K-20 bridge building, competencies, stacked credentialing and certifications, RCC working with high schools linking 9 Jackson County and 5 Josephine County high schools.

Commissioner Morgan added that there was a Grants Pass graduate last week who graduated with 110 college credits and is going to Oregon Tech.

John used words, "fluid, engaging, honest, amoeba-like" to describe the group.

Jessica added that she's really excited about this initiative. Given how complex it is to align our education/ workforce system to meet industry needs, it can take a long time to accomplish anything. But with all this hard work and linking it to our Sector Strategy efforts, we're heading into the implementation phase of this initiative.

MANUFACTURING SECTOR UPDATE

Mike Donnelly spoke about the Rogue Advanced Manufacturing Partnership (RAMP) group and the recent meetings held during May and June where there was great RCC participation. He reviewed the RAMP “Call to Action” flyer and indicated that he used it when speaking with executives at CareStream to showcase community involvement as well as a summary of the partnership and action plan goals. Mike indicated that he feels we need to do more marketing and have a definite opportunity to use social media to connect with students more effectively.

Mike talked about the recent, very successful student tour where high school CTE students were invited to tour both CareStream and Timber Products facilities to talk about manufacturing careers. The students then followed up with a visit to RCC’s Table Rock Campus and had lunch as well as a facility tour.

John spoke about the Knowledge & Skills Transfer Program (KSTP), a pilot program to link-up highly experienced plant maintenance mentors with inexperienced production workers who were motivated to build their skills and move-up a career ladder. This pilot program, funded by an Oregon Talent Council grant, linked-up such mentors and mentees, and also provided 10 hours per week one-on-one coaching time, as well as coursework at RCC. KSTP was designed to help prepare the next generation of skilled workers, and help fill the much needed talent pipeline as for desperately needed Millwrights. Thousands of baby boom generation workers are leaving the workforce (10,000 / day nationally), walking out the door into retirement with critical knowledge and skills that companies are dependent upon. This program taps into these well-honed knowledge and skills. Three local workers were placed into this pre-apprenticeship programs, graduated, and are successfully competed to get into the Millwright Apprenticeship program at RCC. They’re currently employed in these ‘earn and learn’ positions, which incorporates on-going classroom and hands-on learning experiences, along with progressive wage gains.

Jim added that the goal now to find ways to scale-up these kinds of programs and fill the talent pipeline for industry. This is an active conversation at RAMP, and goal is replicate and scale KSTP to then also create stepping stones to fill in the gaps between it and the career pathway steps that exist in our K-20 education programs.

Commissioner Morgan added that getting people into apprenticeships prior to 18 and not requiring diplomas may reach those kids who are dropping off – “provide vocational credit, not just college credit, and create alternative ways to give credit for learning how to do something.” Drew Waits indicated that they are doing this; however, the state will allow them to give only school credit and not apprenticeship credit. “This is something we need to push for legislative change”, commented Commissioner Morgan.

Jim, and Scott Beveridge shared information from their recent visit to Cascadia Tech Academy where students spend half the school day involved in Career Technical Educations and learning a trade. Shawn Hogan added that there are many vocational schools that have been operational in Washington for years; however, their funding is through the state, outside of the normal school districts which

means we may need to look at a different funding model locally to be successful. Commissioner Morgan suggested possibly having the businesses provide the programs in the schools that will produce the workers which would keep the cost for education down.

HEALTHCARE SECTOR UPDATE

Brent Kell gave an update of the Healthcare Workforce Steering Committee and the work that is being done in that group.

The group has been working with Guy Tauer, Regional Economist, to obtain the data we need around the demand for healthcare workers in this region. Small workgroups have been formed around work-based learning as well as retaining and recycling the workforce and career exploration. Career Highlight events are providing hands-on Career-Related Learning Opportunities (CRLEs) for high school students.

Advocacy for policy alignment and legislative action are also a priority. Some state regulatory boards are actually making policy decision that worsen the workforce talent pipeline problem (*e.g. on X-Ray Technicians*). There's also work underway to advocate for legislation to provide a tax credit to nurse educators, in order to address this crisis in recruitment and retention.

The Career Pathway and work-based learning groups have been combined with the goal of working with high schools and RCC to offer dual-credit and allow students to be ready and move forward right out of high school to industry recognized certifications such as Certified Nursing Assistant.

Nicole Longoria, a participant in the SOHPE program participant (*Southern Oregon Health Occupations Poverty Elimination – a federal grant housed at RCC*); as well as a success story shared by Aspire who actively uses the WorkSource Rogue Valley On-the-Job Training Program and has hired four individuals from the JobNet (*job search networking*) class.

Berta Meyer, from Aspire shared that due to legislative changes, they are no longer funded for sheltered work experiences; however, job coaches will be funded for jobs in the community. Ten people have been placed so far with 20-30 more waiting for placement. Berta added that the work is to educate the community as well as business owners about how having a job coach is a benefit. The job coach will learn the job that the supported individual will do and then teach that supported individual, business owner is not paying benefits and the position is minimum wage, or could be for jobs that other people may not want to do. The job coach understands that if the person is a good match it can help reduce the risk to the employer. Brent added that the effect on the workplace culture is amazing.

INFORMATION TECHNOLOGY / E-COMMERCE UPDATE

Trever Yarrish of ZEAL and Scott Alexander of CBT Nuggets talked about the recent Rogue Tech Tour indicating that it was a "huge success!" A busload of students from Oregon Tech came over from Klamath Falls and participated in a walking tour as well as table-top presentations, and a pre and post survey was completed by the participants.

Scott is thinking about bringing Technology Association of Oregon (TAO) presence to the area, as he is starting to see the need for that strong voice for the information technology sector in the Rogue Valley. Will possibly bring down TAO in September. "Creating exposure for our area would drive a big stake in the ground about how serious we are about attracting talent and more business to the area", Scott stated.

RETHINKING JOB SEARCH PROGRAM INSIGHTS

This is a new pilot program focused on applying principles from Cognitive-Behavioral Therapy to help long-term unemployed job-seekers to "re-think" their job search approaches, mindsets and methods. Alice Clemens, a recent participant, shared their experiences in this program. She indicated that it was great to have the tools and a community of others in the class as support, as well as hearing the resources available. Alice also shared her very positive experience with the Self-Employment Assistance (SEA) program that allows people to work on starting their own business as an alternative to doing work search, while still drawing their unemployment insurance benefits.

This pilot program slated to ending in September 2018. We'll want to talk in the future about what we learned from this program, and how we can apply these lessons to other appropriate programs and venues.

ACT WORKFORCE CHAMPION AWARD

Aurora reported that RWP was awarded the 2018 ACT Workforce Champion Award. The Rogue Valley was one of the leading regions in successfully rolling the National Career Readiness Certificate (NCRC).

JLC AVIONICS

Liz Tripp of JLC Avionics shared her experience with WorkSource Rogue Valley in using their customized recruitment services. Liz indicated the retention of the employees has been great and the program is wonderful. Liz did; however, suggest that we market these services better as she had no idea it existed until she was contacted.

Liz indicated that the NCRC testing has also been a helpful tool to know the candidates better, and the On-the-Job program is a huge benefit; especially to a small business.

Liz concluded by saying that she would like to partner with everyone who is working on aviation training, as the next closest avionics school is in Colorado. JLC Avionics could employ 3-4 more staff to keep up with the backlog of work. Potential applicants need to have critical thinking skills.

CAREERS IN GEAR UPDATE

Deanna Wilson and Jen Perry showed the video from the 2018 event and shared the save the date flyer information for 2019.

Tanya Haakinson shared that Timber Products recently did a tour with 5th grade students that was very successful and feels that we need more of these types of events as well as marketing.

Tabitha added that Southern Oregon Career Networking Event (SOCNE) is coming up on September 20. Tabitha will send the save the date card to Tami to send out to the group. Tabitha added that this event will be co-convened and co-branded with the Second Chance Tour as well.

A TOAST IN RECOGNITION OF THE BOARD'S EFFORTS AND PROGRESS MADE OVER THE PAST YEAR

Jessica thanked everyone for all the work they do and the audience who comes to listen, as well as the time, energy, talent and love that goes into our community.

OTHER BUSINESS

No other items were brought before the Rogue Workforce Partnership.

ADJOURN

With no further discussion, the meeting was adjourned at 4:30 p.m.

Attendees were invited to continue festive celebrations on the porch of the RVCC.

Respectfully Submitted,

Tami Allison
Senior Project Manager
/tka

APPROVED:

Chair

Date



ROGUE WORKFORCE PARTNERSHIP

Growing Skills - Building Careers - Boosting the Economy

DATE: September 14, 2018

TO: Rogue Valley Workforce Development Board

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: PY18 Budget Affirmation

BACKGROUND

On August 10, 2018, we presented to the RWP Corporate Board and Rogue Valley Workforce Consortium (RVWC) the attached budget for the 2018-2019 program year (PY18). The total annual budget amount is \$4,823,865, which is an increase of \$824,163 from the previous year.

The attached memo, dated July 13, 2018, contains the information provided to the Corporate Board and RVWC at their meeting, and shares the details of the various budget components. The Corporate Board and RVWC unanimously approved this proposed budget.

SUMMARY

RWP Staff would request that the Workforce Development Board affirm the PY 18 RWP Budget of \$4,823,865 that was approved on August 10, 2018, by the Corporate Board and RVWC.



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

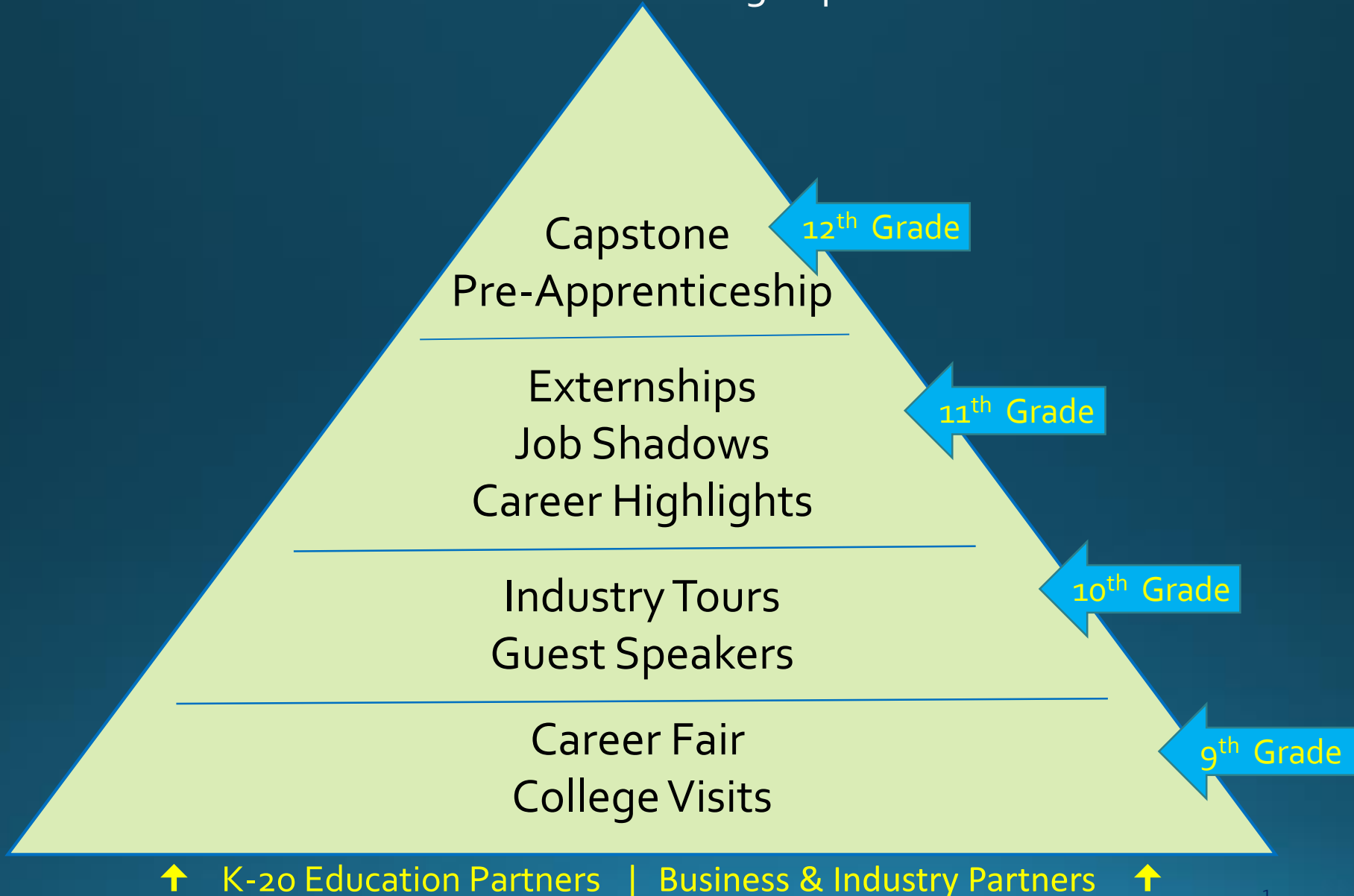
RWP Staff would request that the Rogue Valley Workforce Consortium, as well as the Rogue Workforce Partnership Corporate Directors, approve the PY18 budget in the amount of \$4,823,865.

**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

Experiential Learning Model

Career Related Learning Experiences



High School Success (Measure 98)

What is High School Success?

High School Success is a fund initiated by ballot Measure 98 in November 2016.

The measure passed with 65% voter support, and allowed the Oregon Department of Education (ODE) to disperse \$170 million total, per biennium, among districts and charter schools that serve students in grade 9 through grade 12.

During the first year of implementation (2017-2018), 255 school districts and charter schools throughout the state of Oregon received the first allocation from the High School Success fund.

The spirit of the measure was to provide funding to establish or expand programs in three specific areas:

- **Dropout Prevention**
- **Career & Technical Education**
- **College Level Education Opportunities**

Additionally, it is important to recognize that written inside the measure is how ODE is to evaluate the program. The intent of High School Success is to:

- Improve student progress toward graduation beginning with grade 9
- Increase the graduation rates of high schools
- Improve high school graduates' readiness for college and career

In order to meet the high expectations of the measure, certain eligibility requirements were established. The eligibility requirements are:

- Teacher Collaboration Time around Data
- Practices to Reduce Chronic Absenteeism
- Equitable Assignment to Advanced Courses
- Systems Ensuring On-time Graduation
- Partnerships

Research suggests that having these structures in place will aid in increasing graduation rates, and ensuring high school graduates are ready for their next step. Furthermore, providing time for teachers to look at specific student data, and use that data to inform decisions, will increase the chances that a student has to be on-track to graduate in four years by the end of grade 9.

All areas of eligibility must be fully in place by the end of the 2020-2021 school year.

Equity & High School Success

Creating a culture of equity requires monitoring, encouragement, resources, data, and opportunity. The equity lens will confirm the importance of recognizing institutional and systemic barriers and discriminatory practices that have limited access for many students in the Oregon education system. The equity lens emphasizes underserved students, such as out of school youth, English Language Learners, and students in some communities of color and some rural geographical locations, with a particular focus on racial equity. The result of creating a culture of equity will focus on the outcomes of academic proficiency, civic awareness, workplace literacy, and personal integrity. The system outcomes will focus on resource allocations, overall investments, hiring and professional learning.

Districts utilized an equity lens as they drafted a plan for High School Success. The purpose of the equity lens is to clearly articulate the shared goals we have for our state, the intentional investments we will make to reach our goals of an equitable educational system, and to create clear accountability structures to ensure that we are actively making progress and correcting where there is not progress. High School Success is no exception. Some questions that they asked during the planning process were:

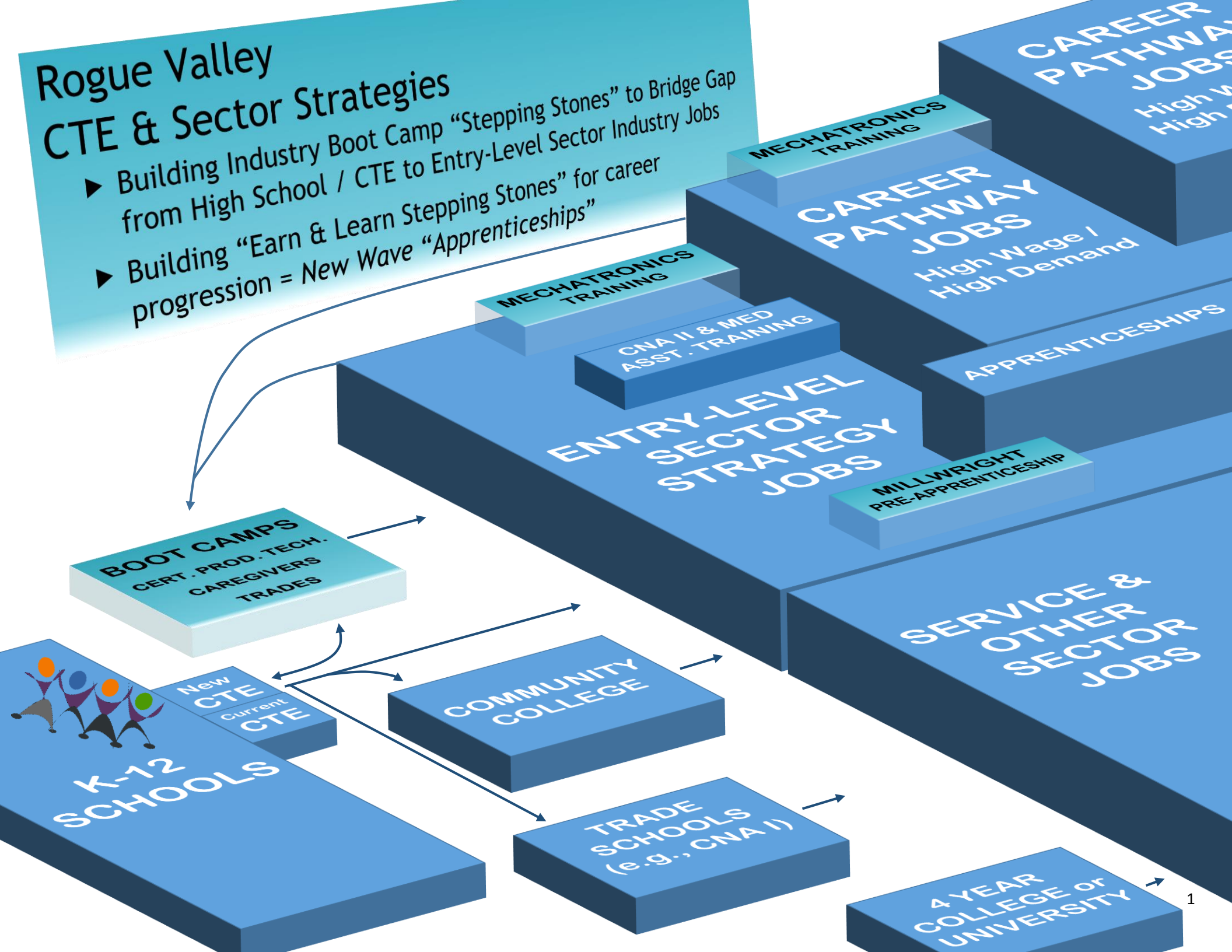
- Who are the racial/ethnic and underserved groups affected? What is the potential impact of the resource allocation and strategic investment to these groups?
- Does the decision being made ignore or worsen existing disparities or produce other unintended consequences? What is the impact on eliminating the opportunity gap?
- How does the investment or resource allocation advance the 40/40/20 goal?
- What are the barriers to more equitable outcomes? (e.g. mandated, political, emotional, financial, programmatic or managerial)
- How have you intentionally involved stakeholders who are also members of the communities affected by the strategic investment or resource allocation?
- How will you modify or enhance your strategies to ensure each learner and communities' individual and cultural needs are met?
- How are you collecting data on race, ethnicity, and native language?
- What resources are you allocating for training in cultural responsive instruction?

For more information on equity in Oregon's education system, please see the [Education Equity](#) Webpage.

Source - <https://www.oregon.gov/ode/students-and-family/GraduationImprovement/Pages/HSS.aspx>

Rogue Valley CTE & Sector Strategies

- Building Industry Boot Camp “Stepping Stones” to Bridge Gap from High School / CTE to Entry-Level Sector Industry Jobs
- Building “Earn & Learn Stepping Stones” for career progression = New Wave “Apprenticeships”



Key Questions	Quick Leavers	Slow Leavers	Low-Intensity Cyclers	High-Intensity Cyclers	Stayers
What's either affirming or surprising in the OEDA Oregon TANF data?				• Would expect & affirm high incidence a high correlation with substance abuse treatment.	• Would expect & affirm high incidence of MH treatment with Stayers.
What barriers and characteristics are you seeing for the different typologies of Leavers, Cyclers & Stayers?	<p>Barriers / Characteristics Common Across All Typologies <i>(Issues likely to be more intense & co-occurring the further along the typology continuum one moves from Leavers to Cyclers to Stayers)</i></p> <ul style="list-style-type: none"> • Housing – The less access to affordable housing, the harder to get off TANF. Seeing people getting more resourceful in sharing housing. Housing assistance allows some to get off TANF, but there's long wait list, & then there's the <u>Benefits Cliff</u>. Plus don't forget about coming up with the deposit. • Food Insecurity – “When was your last meal?” and other similar questions recently asked through a Community Health survey shows that is most prevalent issue – a finding that was surprising to the healthcare practitioners conducting the survey. Also, access to affordable and nutritious food is an issue, as is the need for more education in nutrition, budgeting & meal planning. • Child Care - <u>Benefits Cliff</u> is a huge issue • Children & the Child's Needs – Beyond child care issues; any trauma, health or other issues with child; no space for leave with employer. More intensive needs can result in greater intensity in cycling or staying. • Criminal Background – Depends on criminal record. • Intergenerational Poverty - Can be a larger & larger issue the further along the typology continuum you move, especially if there's co-occurrence with health, substance abuse, mental health, increasing challenges, domestic violence and similar barriers. Role models & cultural norms are critical in developing Employability Skills. Lack of this experience in one's family of origin generates a large gap in these needed life / job skills, which then requires intensive remediation through experiential learning, coaching and support. • Adverse Childhood Experiences / Epigenetics & Childhood Trauma¹ - Strongly associated with intergenerational poverty. Repeated exposures to adverse childhood experiences, or ACEs, remake the architecture of a child's developing brain, particularly in the prefrontal cortex, which is in charge of executive function and differentiating between good and bad, and the hippocampus, which handles memories and learning. Growing up in a poor home or neighborhood can give rise to toxic stress, which is a response to adverse experiences. Toxic stress can interact with other toxins like air pollution with consequences including cognitive deficits and emotional disorders, which in turn, help perpetuate disadvantage.² • Foundational Skills³ – Personal Effectiveness: Integrity, Professionalism, Initiative, Dependability & Reliability, Willingness to Learn, Emotional Intelligence • Academic Competencies³ - Reading, Writing, Mathematics, Science & Technology, Communication - Listening & Speaking, Critical & Analytic Thinking, Active Learning, Basic Computer Skills • Workplace Competencies³ - Teamwork, Adaptability/Flexibility, Customer Focus, Planning & Organizing, Creative Thinking, Problem Solving & Decision Making, Working with Tools & Technology, Workplace Computer Applications, Scheduling & Coordinating, Checking, Examining & Recording, Business Fundamentals • Industry Related & Occupation-Related Skills³ <ul style="list-style-type: none"> • Training & Education - Lack of training, education and the right Industry or Occupation-Related Skills that match labor market demands can severely limit a person's ability to become employed and progress along a solid career path. • Work Experience - Work Experience and On-the-Job Training is a primary mode in which individuals acquire Industry & Occupation-Related Skills. Lack of appropriate work experience can severely limit a person's ability to become employed or progress on a career path. A solid work history also demonstrates the 				

¹ See: a) https://en.wikipedia.org/wiki/Adverse_Childhood_Experiences_Study; b) <https://www.sciencedirect.com/science/article/pii/S0190740916303449>; c) <https://www.aap.org/en-us/Documents/AAPCommunityPediatricsWade2016.pdf>; d) <http://psycnet.apa.org/buy/2016-01736-004>

² Excerpted from: <https://www.mailman.columbia.edu/public-health-now/news/unequal-stress-how-poverty-toxic-children%E2%80%99s-brains>

³ See: https://www.careeronestop.org/competencymodel/pyramid_definition.aspx

Key Questions	Quick Leavers	Slow Leavers	Low-Intensity Cyclers	High-Intensity Cyclers	Stayers
	<p>capability of a person to be a solid employee for an employer. Inconsistent or no work history tells an employer that they may be taking on high risk in brining on this job candidate.</p>				
		<p>• Training / Education REACH / SOHOPE-HPOG This is a cohort learning training program that provides educational scholarships & support services. Requires capacity to follow-thru with application & program requirements.</p>	<p>• Training / Education REACH / SOHOPE-HPOG These Cyclers could fit this category – e.g., Child care was a prior issue, but now kids are school age, so parent now have capacity to get training.</p>	<p><u>Barriers More Common to These 2 Typologies</u> (likely to be more intensive as you move along continuum from cycler to stayer)</p> <ul style="list-style-type: none"> • Health Issues – personal or family • Disabilities – personal or family • Safety – basic need – safety vs. risk – including deportation fear, domestic violence, Need a deeper dive on SSP family assessment. Also DHS is seeing more intensity in folks walking thru door – angry, frustrated, fear –a reflection of the increasing stress & tensions in our society overall. 	
				<p>• Substance Abuse Cycling occurs with treatment too 7X = avg. Would expect less TANF use with more prolonged A&D treatment.</p>	<p>• Mental Health EASA⁴ in OR is working on early ID & prevention to build greater capacity to avoid long-term poverty</p>
What services, interventions, supports, etc. do we see as key to TANF client's ability to achieve long-term self-sufficiency?	<p><u>Services & Supports Common Across All Typologies</u> (Services & supports would be graduated & intensified the further along the continuum of typology you move from Leavers to Cyclers to Stayers)</p> <ul style="list-style-type: none"> • Job / Life Coaches - More of this capacity is needed. Employer feedback tells us that this support works to help in job retention, life/work problem-solving and the behavioral issues that arise. We all would benefit from a personal coach to help us all get thru life, especially with life's many traumas. • Wraparound Teams – Cross-sector teams from social services, health / behavioral health / workforce & K-20 education, etc. Re-establish Direct Service Network Teams (DSNTs) as supports for children, youth & families in need of lower intensity levels of coordinated support within the comprehensive System of Care Wraparound Initiative⁵ • Holistic, Family-Centered & Coordinated Prevention Work - e.g. school/community-based, parent/child learning together cohorts – start training next generation of kids, with parents on life & employability skills to poverty rates/incidence over time. Incorporate lessons learned from REACH / SOHOPE. • Earn & Learn Training / New “Apprenticeship” Programs + Additional Support for Overcoming Benefits Cliff - to put in place the missing stepping stones that can create a solid career path / lattice to true self-sufficiency. <ul style="list-style-type: none"> • REACH / SOHOPE - Allows for post-TANF / SNAP / ERDC clients to access next tier training (e.g. CNA II, Medical Assistant, Surgery Tech, etc., but more policy alignment, training resources and support services are needed to bridge over the Benefits Cliff. • Earned Income Tax Credit for Caregivers - Would help employers fill these much needed, but very difficult to fill position, and allow workers to step into an entry-level position with the career pathway options we're building. 				
		<p>• Training / Education - REACH / SOHOPE This cohort learning model brings folks together to experientially “learn” things like:</p> <ul style="list-style-type: none"> • What do you need in your backpack & how divide it up • How to interpret a syllabus 			

⁴ **Early Assessment and Support Alliance (EASA)** provides information and support to young adults, age 12 to 25, experiencing symptoms of psychosis for the first time. EASA teams include counselors, case managers, occupational and supported employment/education specialists, medical staff, and family education and mentorship. See: <https://www.oregon.gov/oha/HSD/AMH/Pages/EASA.aspx>

⁵ See: <https://www.oregon.gov/oha/HSD/AMH/Pages/Wraparound.aspx>

Key Questions	Quick Leavers	Slow Leavers	Low-Intensity Cyclers	High-Intensity Cyclers	Stayers
		<p>Clients are motivated to do something different, but may also be learning essential skills. The facilitator/coach works with this network of like-minded/like-experienced folks. The group learns not to be scared to look “dumb,” and bond as a cohort learning together. They learn how to navigate processes & systems. Applies social thinking theory⁶ & recognizes that social learning theory⁷ might not apply to some individuals.</p>			
<p>What’s our Theory of Change? What might be key recommendations regarding re-alignment of current investments, or new investments to be made to impact the success curve for any of the typologies of TANF clients?</p>	<ul style="list-style-type: none"> ▸ Addressing ACEs - Regional partners are engaged in a Collective Impact⁸ initiative to address and prevent the impact of ACE’s by building a Self-Healing Community⁹. Regional partners are engaged in a Collective Impact¹⁰ initiative to address and prevent the impact of ACE’s by building a Self-Healing Community¹¹ ▸ Fostering Resilience - Set High Expectations Provide Unconditional Support (love) Provide High Accountability See: http://www.fosteringresilience.com/about.php & https://www.resiliency.com/free-articles-resources/the-foundations-of-the-resiliency-framework/ ▸ Circle of Courage¹² - What Kind of Support System do you have – who’s your tribe / village? ▸ Ruby Payne - A Framework for Understanding Poverty https://www.ahaprocess.com/who-we-are/dr-ruby-payne/ & https://en.wikipedia.org/wiki/Ruby_K._Payne ▸ Foundational / Personal Effectiveness Skills – starting at as early an as possible, create experiential leaning experiences for parents & kids together & connection to real world life skills. 				
					<p>• Hypothesis- the earlier intervention for MH disabilities (i.e., EASA services for schizophrenia or other psychosis), the less likelihood of becoming a long term TANF Stayer. Similar to how more access to Early Learning Services, the less likely the need for IEP in K-12.</p>

⁶ See: <https://www.socialthinking.com/Articles?name=Introduction%20to%20Social%20Thinking>

⁷ See: https://en.wikipedia.org/wiki/Social_learning_theory

⁸ See: a) <http://www.southernoregonsuccess.org/>; b) https://ssir.org/articles/entry/collective_impact

⁹ See: <http://www.aceinterface.com/index.html>

¹⁰ See: a) <http://www.southernoregonsuccess.org/>; b) https://ssir.org/articles/entry/collective_impact

¹¹ See: <http://www.aceinterface.com/index.html>

¹² See: a) https://en.wikipedia.org/wiki/Circle_of_Courage; b) <https://reclaimingyouthatrisk.org/>

Rogue Valley Focus Group Participants:

Regional leaders from Southern Oregon Success & WorkSource Rogue Valley were invited to participate on this Focus Group which met on July 23, 2018. The group generated responses to these questions in support of the work of the TANF Legislative Work Group, and as part of our on-going Collective Impact efforts to improve the lives of children, youth and families in the region.	Name	Title	Organization
	Tami Allison	Senior Project Manager	Rogue Workforce Partnership
	Cynthia Anderson	Operations Supervisor / Youth Program	WorkSource Rogue Valley
	Amy Buehler, LCSW	Children's Services Program Manager	Jackson County Mental Health
	Peter Buckley	Program Manager	Southern Oregon Success
	Jim Fong	Executive Director	Rogue Workforce Partnership
	Rosemary Jernigan	Assistant Program Manager Self-Sufficiency	Oregon Department of Human Services
	Tabitha Northrup	Project Director	WorkSource Rogue Valley
	William North	CEO	Rogue Community Health
	Sherri Stratton	Area Manager	Oregon Employment Department

TANF Population Analysis

Executive Summary



Predictive Modelling

Can we identify characteristics of each subpopulation accurately enough to predict what subpopulation a TANF recipient may belong to?

Predictors

- Age at first episode (median = 28 yrs.)
- Gender (80% female)
- Employment status ¹
- Number of alcohol/drug treatment episodes (41% 1+ episodes across 2-year span)
- Number of mental health service episodes (58% 1+ episodes across 2-year span)
- Number of unique children on the case (median = 2)

Results²

All predictive models were compared with the Leaver category

- Women are 62% more likely to be a Stayer, and 18% more likely to be a Cyclor
- Each quarter with at least 1 new episode of alcohol/drug treatment increased likelihood of being a Stayer by 4% and of being a Cyclor by 21%.
- Each quarter with at least 1 new episode of mental health services increased likelihood of being a Stayer by 37% and of being a Cyclor by 26%.
- Each child on a case increased likelihood of being a stayer by 17% and of being a cyclor by 30%.
- Older individuals were very slightly (<1%) more likely to be a Stayer, and 4% less likely to be a Cyclor.

Discussion

While the TANF populations across the categories were remarkably similar, some key factors correlated with one category more than another. Those clients who received more mental health treatments over longer periods of time were much more likely to be Stayers than Leavers, and only somewhat more likely to be Cyclers than Leavers. This was reversed for those receiving alcohol/drug treatment, where those receiving more periods of treatment were much more likely to be a Cyclor, and only slightly more likely to be a Stayer compared to a Leaver. The difference in alcohol and drug services and mental health services between the Cyclers and Stayers suggests that these are two different groups that may respond to different support services.

¹ Starting in the quarter the TANF episode began, and for the next 7 quarters thereafter

² Predictive model accuracy was 75% for Stayers, and 65% for Cyclers compared to Leavers

TANF Population Analysis

Executive Summary



Subpopulations

Group	Definition	Percent of Population
Stayer	One episode which lasts for 2 years or more	5%
Leaver	One episode which lasts for less than 2 years	
Slow	Episode between 12 and 23 months	6%
Quick	Episode less than 12 months	46%
Cycler	More than 1 episode	
High-intensity	Total time on TANF 24 months or more	14%
Low-intensity	Total time on TANF less than 24 months	29%

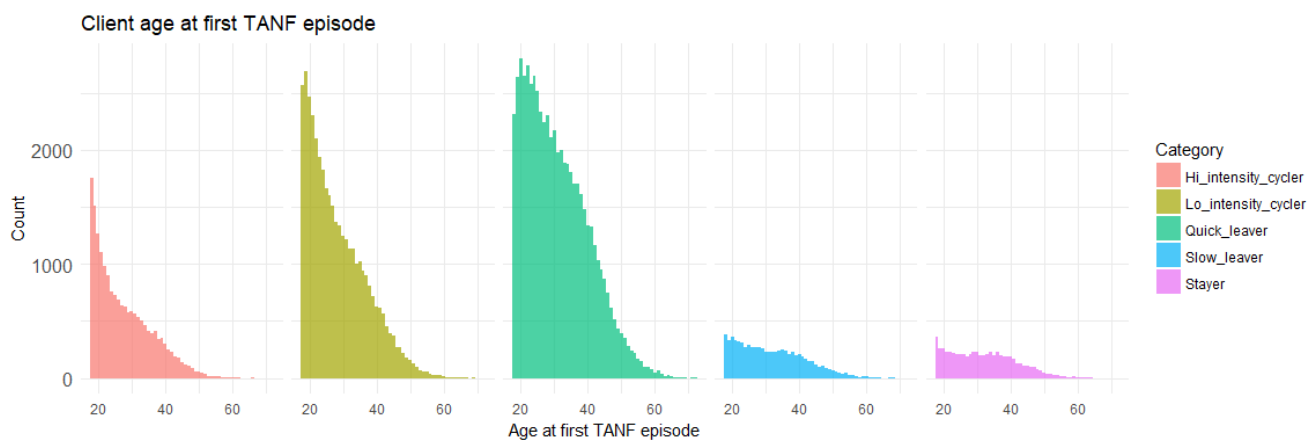


Figure 1: TANF clients enter the program at similar ages across all TANF categories.

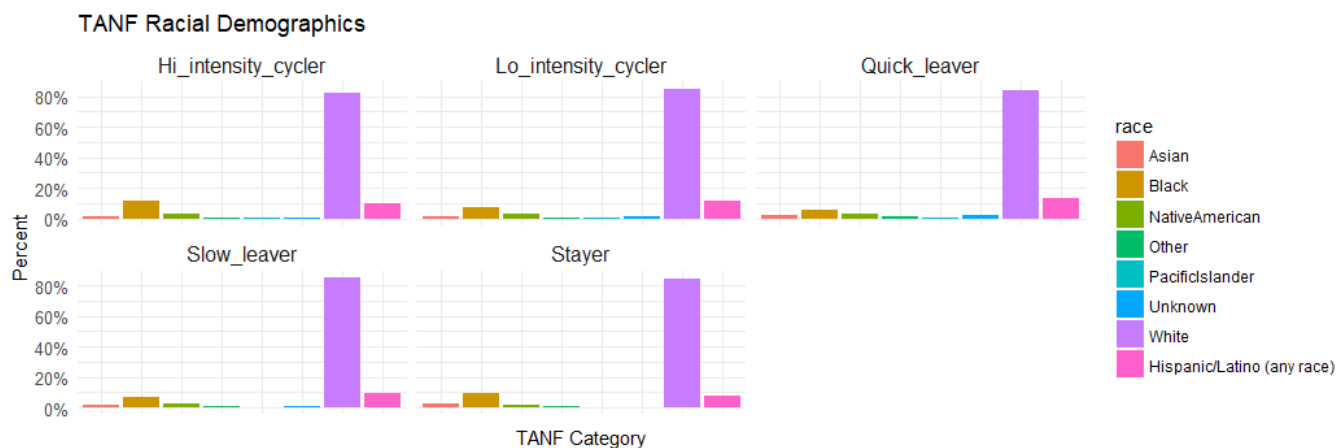


Figure 2: Racial and ethnic groups were slightly different across TANF categories.³

³ Kruskal-Wallis (race) $\chi^2 = 107.8, p < .05$, Kruskal-Wallis (ethnicity) $\chi^2 = 531.54, p < .05$

TANF Population Analysis 2

Executive Summary



Introduction

In the June report, we found that we can use characteristics of cyclers, stayers, and leavers to predict which group a TANF recipient belongs to with an accuracy of 75% for stayers, and 65% for cyclers. The current report extends those findings by adding additional demographic information, information about other services received, and employment history prior to TANF. The main question of interest is: do these additional factors of interest predict whether someone is more likely to be a stayer, cycler, or a leaver?

Predictors

- Age at first episode (median = 28 yrs.)
- Gender (80% female)
- Timing of TANF episode (before or after the Recession)
- Refugee status (1% had refugee status)
- Preferred language (96% English)
- Whether received foster care as a child (1% had received foster care)
- Number of unique children on the case (median = 2)
- Age of youngest child when started TANF (median=6 years)
- Number of mental health service episodes (58% 1+ episodes across 2-year span)
- Type of alcohol/drug treatment (whether received inpatient, outpatient, or detox treatment)
- Other services received prior to or within first three months of starting TANF (TA-DVS, ERDC, SNAP)
- Employment history prior to starting TANF (wages earned, hours worked, and number of gaps in employment two years prior to starting TANF)

Results¹

All predictive models were compared with the Leaver category

- Older clients were slightly more likely to be a stayer, and slightly less likely to be a cycler.
- Stayers were **much** more likely to be female than leavers; cyclers were more likely to be female than leavers.
- If the client's first TANF episode began after the Recession (2008-2012) they were twice as likely to be a stayer and 30% more likely to be a cycler.
- The effects of refugee status varied depending on whether they started TANF before or after the Recession (after the Recession, more likely to be a stayer or a cycler if participated in the refugee program).
- Both stayers and cyclers were most likely English-speaking.
- Being in foster care in the past increased the likelihood of being a stayer or a cycler.
- For each additional child on the case, the likelihood of being a stayer or a cycler increased by 26-36%.
- Parents with younger children were more likely to be cyclers.
- Stayers tended to have more episodes of mental health treatment than cyclers and leavers.
- Outpatient alcohol and drug treatment was much more common with stayers and cyclers than leavers.
- Residential alcohol and drug treatment was most common with cyclers.
- Detox treatment was most common with cyclers.
- ERDC participation tended to decrease the likelihood someone would be a stayer, but had little effect on whether someone was a cycler.

¹ Predictive model accuracy for models ranged from 64-71%, depending on which predictors were included.

TANF Population Analysis 2

Executive Summary



- SNAP participation tended to increase the likelihood that someone was a stayer and a cycler.
- Wages for stayers and cyclers were lower than wages for leavers in the two years pre-TANF.
- Working less hours in the 2 years pre-TANF was related to a higher likelihood of being a stayer relative to a leaver (controlling for wages earned), but did not significantly predict whether someone was a cycler.
- Each additional gap in employment pre-TANF increased the likelihood of being both a cycler and a stayer by 20%.

Subpopulations

Group	Definition	Percent of Population
Stayer	One episode which lasts for 2 years or more	5.6%
Leaver	One episode which lasts for less than 2 years	
Slow	Episode between 12 and 23 months	6.5%
Quick	Episode less than 12 months	44.5%
Cycler	More than 1 episode	
High-intensity	Total time on TANF 24 months or more	16.2%
Low-intensity	Total time on TANF less than 24 months	27.2%

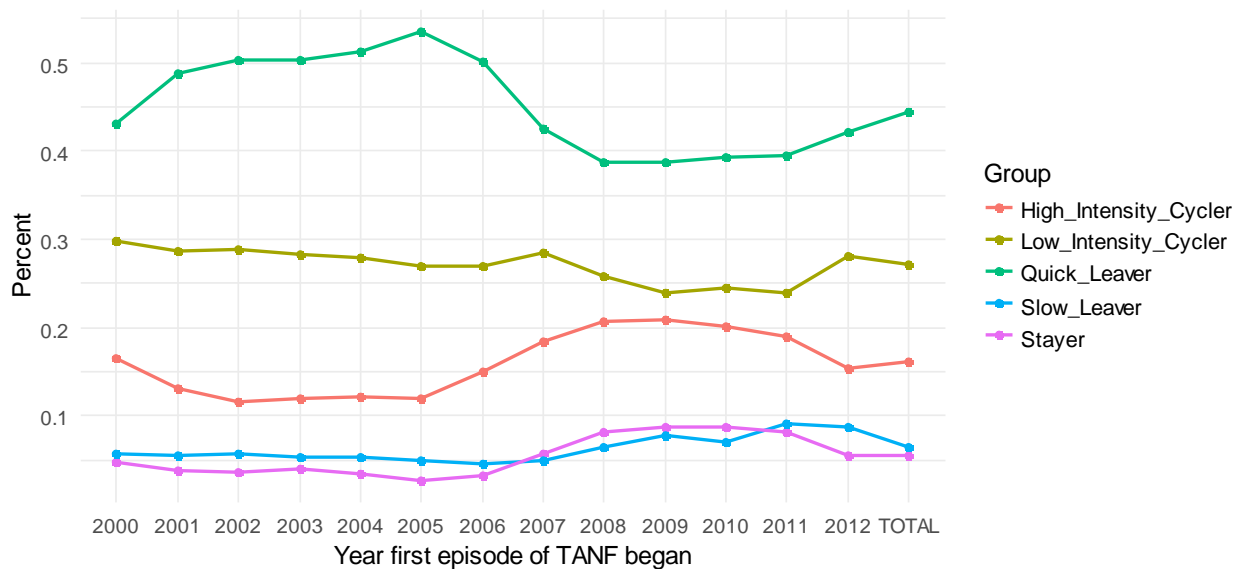


Figure 1: The percentage of TANF clients who were stayers, high intensity cyclers, and slow leavers is higher during and following the Great Recession.

Discussion

Characteristics of TANF clients and their families, services received, and employment information do help differentiate these groups. Stayers tended to have more mental health episodes over the first two years of TANF, and cyclers tended to have more alcohol and drug episodes. In addition, certain types of alcohol and drug episodes (residential and detox) were related to a higher likelihood of being a cycler, whereas being in outpatient treatment was related to a higher likelihood of being both a stayer and a cycler. Pre-TANF employment history also helped differentiate these groups: the more wages worked, hours earned, and less gaps in employment increased the likelihood of being a leaver.