



## Rogue Workforce Partnership - Corporate Directors

Thursday December 6, 2018 • 3:00 - 5:00 p.m.

Woolworth Building - First Floor • 37 N. Central Ave. • Medford

Video/Phone Conference access available <https://zoom.us/j/228381550>. Select your audio preference:

1) Use telephone + 1 (669) 900-6833; Access Code: 228 381 550 normal long distance charges will apply); 2) Or, use computer microphone & speakers (headset is recommended to avoid reverb)

### Agenda

#### **Call to Order (1-2m)**

Jessica Gomez

- Welcome & Introductions

#### **Approval of Minutes (1-2m) – Action Item**

Jessica

- August 10, 2018 – Joint Meeting of the Rogue Valley Workforce Consortium & Rogue Workforce Partnership – Corporate Directors
- October 18, 2018 – Rogue Workforce Partnership Corporate Director Meeting

#### **Election of Officers (1-2m) – Action Item**




Jessica, Jim Fong

- Elect Chair & Vice-Chair

#### **RWP Staffing Update (3-5m)**

Jim

#### **RWP Budget, Programs & Strategic Investments**

- **PY 2018 Budget Modification (10-15m) - Action Item** 
- **Program / Budget Investment Overview (20-25m)** 
  - Workforce Talent Development Board Grants
  - General Fund WEX
- **Endowment Fund Investments (10m) - Action Item** 
  - Careers in Gear
  - Southern Oregon Success
- **Service Provider Procurement (10-15m) - Action Item**

Sherri Emitte

Jim, Jill & Sherri

Jim, Sherri

#### **RWP Meeting Schedules for 2019 (20-25m)**

Jim

- Corporate Directors & Workforce Development Board

#### **RWP Strategic Roadmap & Dashboard (20-25m)**

Jim

- Status & Next Steps Discussion

#### **Responding to Inquiries from Other Industry Sectors (5-10m)**

Jim

- Trucking/Transportation
- Forestry

#### **Adjourn**

 = Handout attached or will be handed-out at meeting



**ROGUE WORKFORCE  
PARTNERSHIP**



## **MINUTES**

### **JOINT MEETING OF THE ROGUE VALLEY WORKFORCE CONSORTIUM & ROGUE WORKFORCE PARTNERSHIP • CORPORATE DIRECTORS**

**AUGUST 10, 2018 ♦ 100 E. Main St., Suite A - Board Room ♦ Medford, OR**

#### **MEMBERS PRESENT**

Commissioner Rick Dyer  
Commissioner Lily Morgan  
Jessica Gomez, Chair  
Mike Donnelly, Vice-Chair  
John Underwood  
Shawn Hogan (via phone)

#### **MEMBERS ABSENT**

Nikki Jones  
Paul Macuga

#### **OTHERS PRESENT**

Jim Fong, Executive Director, Rogue Workforce Partnership  
Sherri Emitte, Chief Finance and Administration Officer, Rogue Workforce Partnership (via phone)  
Tami Allison, Senior Project Manager, Rogue Workforce Partnership

#### **Quorum Present:** Yes

#### **1) Call to Order**

Both meetings were called to order by Chair of the RVWC, Commissioner Rick Dyer, and Vice-Chair of the RWP Corporate Directors, Mike Donnelly at 11:07 A.M.

Commissioner Lily Morgan shared about her background and her passion and commonalities around community workforce. Commissioner Morgan stated that she has high expectations of outcomes and that the work we are doing is meaningful.

Additions to the Agenda include:

- SOREDI Coordination
- Rogue Workforce Partnership Workforce Board Agenda for September
- Governor's Office Industry Meetings
- Truck Driving / Freight & Logistics Sector

#### **2) Approval of Minutes**

***COMMISSIONER DYER MOVED TO APPROVE THE MINUTES OF THE MAY 17, 2018 RWP CORPORATE DIRECTOR'S MEETING. THE MOTION WAS SECONDED BY MIKE DONNELLY. WITH COMMISSIONER MORGAN ABSTAINING FROM THE VOTE, THE MOTION WAS APPROVED.***

### 3) Endowment Fund

Sherri Emitte reported that she had hoped Jennifer Davis from SkyOak would be in attendance; however, she was called away at the last minute. Sherri summarized and asked John and Mike to share their thoughts as well.

Sherri stated that the RFP was sent to 11 companies with three companies being interviewed. The group was very impressed, and all agreed with SkyOak Wealth Management as the obvious choice. Sherri went on to report that SkyOak has proprietary software management – a different way of looking at investments – used for investing. “The market is different than it used to be and SkyOak has a different way of looking at things that are more lucrative, as well as their management fee of .7% being lower than anyone else,” Sherri stated. John indicated that what “clinched” it for him was SkyOak’s commitment to engaging with the community in a meaningful way. “They want to grow deep and wide in this community plus their investment strategies are very sound”, John stated. Mike added that while all three companies were qualified, he feels confident that any one of the three could do the job; however, SkyOak was the best of the three. Commissioner Dyer added that he will abstain from the vote; however, feels “SkyOak is a great company”.

A newly updated RWP Endowment Fund’s investment policy was shared with the group. This was needed to include roles, responsibilities, expectations, etc. Sherri asked the group if they had any questions. No questions were posed; however, John commented that the investment objectives are reasonable, realistic, and smart.

After some discussion it was agreed that of the total \$462,000; \$450,000 would be invested leaving \$12,000 in a money market account for cash flow purposes.

#### Next Steps:

- Sherri will send out additional information to the investment committee.
- Sherri will give the board regular reports on both the investment as well as the money market fund.

#### Approval of Investment Advisor

**JOHN UNDERWOOD MOVED TO APPROVE THE SELECTION OF SKYOAK WEALTH MANAGEMENT AS THE INVESTMENT ADVISOR FOR THE RWP ENDOWMENT FUND. THE MOTION WAS SECONDED BY MIKE DONNELLY. WITH COMMISSIONER DYER AND COMMISSIONER MORGAN ABSTAINING FROM THE VOTE, THE MOTION WAS APPROVED.**

#### Approval of Endowment Fund Investment Policy Statement

**MIKE DONNELLY MOVED TO APPROVE THE ENDOWMENT FUND INVESTMENT POLICY STATEMENT. THE MOTION WAS SECONDED BY COMMISSIONER RICK DYER AND APPROVED UNANIMOUSLY.**

## Approval to Invest Funds

***MIKE DONNELLY MOVED TO APPROVE THE INVESTMENT OF \$450,000 WITH SKYOAK WEALTH MANAGEMENT AND FOLLOW THE PLAN AS DOCUMENTED IN THE INVESTMENT PLAN DATED JULY 13, 2018. THE MOTION WAS SECONDED BY COMMISSIOSNER RICK DYER AND APPROVED UNANIMOUSLY.***

### **4) Rogue Workforce Partnership Budget**

Jim explained that there will be two different motions at the end of the discussion for this topic:

- The first motion will be for the RVWC to approve the RWP PY 18 Budget.
- The second motion will be for the RWP Corporate Directors to approve the RWP PY 18 Budget.

Mike inquired as to the progress that has been made with the State in the timeliness of the local areas receiving their grants. Jim indicated that HECC has just received the authority to hire some new positions and hopes to get the contract deployment to the local areas up to speed in the near future. Sherri added that part of the issue is that DOJ is having to approve the contracts and they are first in/first out without consideration of content. Jessica indicated that Business Oregon is having the same delay with DOJ.

John asked about Title 1B Adult being very targeted to WIOA Adult use. John asked if we felt it was important to fund a position with RWP, where would where would we get those funds? Could it come from WIOA IB or would it need to come from other non-federal sources? The answer: it would depend on what the position would be doing. All of the work RWP currently does falls within the scope of what Local Workforce Boards are called upon to do under WIOA. If there's a body of work that falls outside this scope, it would require non-federal funding.

As the group started to review the budget, Jim indicated that the budget will show a high altitude view, and a deeper dive may be warranted with a smaller group if necessary.

The group discussed restrictions of WIOA, as well as other funds. Jessica suggested that we might want to consider a more aggressive strategy around the use of the endowment funds to help build capacity and to create more momentum around those things we want to invest in.

The question was posed as to whether loans could be made against the endowment fund? Sherri indicated that it is something that we could check into.

Jim suggested carving out a Corporate Director's meeting - possibly a half-day session- as a business strategy meeting to talk about the types of things we want to invest in. Jessica added that it could help us adjust to the changing economy as we see things changing and evolving we could adapt a little ahead of the curve.

Sherri reviewed the budget documents with the group.

## Revenue

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 is a net increase of \$173,164 in other income. Details can be found in the budget brief dated July 13, 2018.

## Expenditures

- Personnel costs are down by \$1479 compared to the previous year due to a decrease in salaries and not filling a vacant position; however, health insurance and other benefits have increased.
- Contracted workforce services, representing amounts to be paid to sub-contractors ResCare and College Dreams, has 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.
- There is \$682,965 budgeted as funds to be carried forward into the following year. Sherri indicated that there is not a common percentage that we identify to hold back or carry into the following year, and that it varies from year to year based on other funding. "Carry in goes into revenues and carry out goes into expenditures", Sherri clarified for the group; however, it is not really an expenditure but a way to balance out the revenues.

Some discussion took place regarding historical programs and the benefit those programs provided as well as the differences it made in the lives of youth. Commissioner Morgan mentioned Hearts with a Mission that recently opened an office in Grants Pass and wondered if it would be possible to partner with an agency such as this? Jessica stated she feels it is important where we put our resources and what is most effective. Jim added that he has also been in recent meetings with Youth for Christ and Maslow Project as well as growing our links in the community.

Jim noted that our youth services contract will be up for procurement again this next year and is important to look at what we are doing to target those kids who are aging out of Foster Care.

John indicated that we should be able to spend 75% on in school and 25% on out of school as opposed to the opposite allowed by law, and that it would be interesting to do a parallel study. Jim responded that we have done a lot of investment in K-12 and are getting upstream on this issue.

**BUDGET APPROVAL BY RVWC – COMMISSIONER MORGAN MADE MOTION TO APPROVE THE RWP PY 18 BUDGET. THE MOTION WAS SECONDED BY COMMISSIONER DYER AND APPROVED UNANIMOUSLY.**

**BUDGET APPROVAL BY RWP CORPORATE DIRECTORS – COMMISSIONER DYER MOVED TO APPROVE THE RWP PY 18 BUDGET. THE MOTION WAS SECONDED BY JOHN UNDERWOOD AND APPROVED UNANIMOUSLY.**

**Next Steps:**

- Staff will bring the RWP PY 18 budget to the next Workforce Board meeting in September for affirmation.

## **5) Facilities Update**

Jim and Sherri shared with the group that SOREDI gave their notice that they would be moving out of our shared facility as they received a free rent for 2 years from People's Bank. After looking into colocated with other partners in our current facility, as well as looking at different configuration scenarios, it was decided that we needed to reduce our footprint. A request for information was sent out and we narrowed our selection down to the Woolworth building on Central Avenue in Medford - the previous home of Zeal. The rent is quite a bit lower, with savings of approximately \$3,000 per month; however it will take some funds to do improvements, moving costs, etc. But it's estimated that we will be ahead of the game by \$36,000 per year after the first year. Jim added that the Governor's Office Regional Solutions Center will stay co-located with us, as well as Guy Tauer, the Regional Economist from OED. Our move date is scheduled for September 30, 2018.

Jim went on to say that it is still a goal and desire among partners to figure out the co-location issue for Medford's WorkSource Rogue Valley One Stop Center. What we are paying for rent in both buildings (Oakdale and Bartlett) is the cheapest around and haven't been able to find anything comparable in price or facilities to house all of the partners. The goal is to start the conversation with our anchor partners next week to get clear on current and future cost sharing and facilities colocation.

Sherri asked if we needed board approval to move. Jim indicated, that historically, we only requested board approval when we moved in Grants Pass due to some controversy and issue that was taking place at that time related to this particular move with the previous landlord. The Corporate Directors stated they do not feel that board approval is necessary.

## **6) College and Career For All / Superintendent's Meeting**

### *Frequency & Joint Meetings with SOESD/K-12 Superintendents & College Presidents*

Jim indicated that one goal we might want to adopt is to have joint meetings with all these cross-regional stakeholders once or twice a year. Commissioner Morgan suggested adding the rural school districts in Josephine County. Jim replied that the rural school districts in Josephine County are already involved and at the table. More planning will take place with Southern

Oregon Regional Education Service District (SOESD); however, we hope to have something scheduled in the fall – stay tuned for more information.

## **7) Rogue Workforce Partnership Membership**

This item was deferred due to lack of time.

## **8) September “WORKing Together - The Future of Work” Conference**

Jim reminded folks to consider attending this conference in Eugene on September 26 and September 27, 2018. It’s the inaugural conference being put on by the statewide association of Local Workforce Boards – the Oregon Workforce Partnership – which RWP is a member of.

## **9) Other Business**

Commissioner Morgan thanked RWP for Aurora’s presence and information sharing at the recent fire meeting in Josephine County. Commissioner Morgan stated she was not aware that we had a Rapid Response Team.

Jim reminded the group that RCC will be having their Grand Opening Celebration of their High Tech Center on September 20, 2018. There will also be the Southern Oregon Career Networking Expo and the Second Chance Tour at the Medford Armory happening this same day.

## **10) Adjourn**

With no further business, the joint meeting of the Rogue Valley Workforce Consortium and the RWP Corporate Directors was adjourned at 1:08 p.m.

Respectfully Submitted,

Tami Allison  
Senior Project Manager

Approved	Date
Jessica Gomez, RWP Chair	



## **MEETING HIGHLIGHTS**

ROGUE WORKFORCE PARTNERSHIP • CORPORATE DIRECTORS

October 18, 2018 ♦ 37 N. Central Ave. - Board Room ♦ Medford, OR

### **MEMBERS PRESENT**

Commissioner Lily Morgan (via phone)

Commissioner Rick Dyer

Vice-Chair, Michael Donnelly

### **MEMBERS ABSENT**

Chair, Jessica Gomez

Nikki Jones

Paul Macuga

John Underwood

Shawn Hogan

### **OTHERS PRESENT**

Jim Fong, Executive Director, Rogue Workforce Partnership

Sherri Emitte, Chief Finance and Administration Officer, Rogue Workforce Partnership (via phone)

Jill teVelde, Workforce Development Manager, Rogue Workforce Partnership

Heather Stafford, Sector Strategies Manager, Rogue Workforce Partnership

Tami Allison, Senior Project Manager, Rogue Workforce Partnership

**Quorum Present:** No

### **1) Call to Order**

The meeting was called to order by Vice-Chair, Mike Donnelly at 3:08 P.M.

Introductions were made for the benefit of those joining remotely.

### **2) Approval of Minutes**

Deferred to the next meeting due to lack of a quorum.

### **3) RWP Budget / Program Summary Document**

Jim presented the first two pages of a draft document titled, "Rogue Workforce Partnership Budget / Program Investment Overview for the group to review to see if we captured the intent of the comments made at the September workforce board meeting. The document was emailed electronically to Commissioner Morgan. Jim explained that the concept of the document is to outline the different funding streams, target populations, services to be provided, performance indicators/outcomes/ROI, budgeted expenditures and where the flex points are in our investment strategies so we can ascertain where we have room to be innovative and add valued to the services we provide in the community.

Sherri E. is currently traveling to Medford and called in to the meeting to answer any questions.



Commissioner Dyer indicated that even though there were different levels of requests that board members suggested, he feels the document will be beneficial. He stated that it had just the right level of detail for him and seems to check all the boxes from the comments made at the last meeting.

Mike feels this document will go a long way in helping board members understand the details. Commissioner Dyer agreed, and indicated that the key is to flesh out where we do have flexibility with funds so as to empower the board to think strategically about things we can do locally.

Sherri has some ideas on how to improve the document and it will continue to be a work in progress even after bringing it to the board at their next meeting.

#### **4) Rogue Workforce Partnership Meetings for 2019**

Deferred to the next meeting due to lack of members present.

#### **5) Rogue Workforce Partnership Staff**

Deferred to the next meeting due to lack of members present.

#### **6) Rogue Workforce Partnership Membership**

Deferred to the next meeting due to lack of members present.

#### **7) Other Business**

Jim reported briefly about the meeting held between SOREDI and RWP Executive Directors and Board Chairs. He indicated that it was a very successful meeting, and that previous issues and divergent perspectives in the working relationship between the two organizations were clarified. This meeting laid a very strong foundation for a very positive ongoing partnership between the two organizations.

#### **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

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Approved  
Jessica Gomez, RWP Chair

Date

## Education

**Master of Education Leadership and Policy**, Portland State University Portland, OR 2011

**Bachelors of Arts**, The Evergreen State College – Olympia, WA 1994

**Associate in Arts and Science**, Big Bend Community College – Phi Theta Kappa Moses Lake, WA 1992

## Key Skills

Project Management

Budgets

Retention Strategy

Completion Strategy

Guided Pathways

Dual Credit

University Partnerships

Technical Reports

Public Relations

Leadership

Building Relationships

Marketing

## Manager- Apprenticeship Program

*College of the Siskiyous, Yreka, CA 2017 – 2018*

- Exceeded grant target by three times contracted
- Develop and implement Registered Apprenticeship program
- Plan, prepare and maintain budget
- Work with educational partners to facilitate student success

## Director – Workforce Education

*Peninsula College, Port Angeles, WA 2014 - 2017*

- Provided leadership and oversight of the Worker Retraining (WRT), Tech Prep, Perkins, Perkins Leadership, Workforce Special Funding programs, grant applications and required progress reports.
- Used data to analyze and restructure the WRT program to focus on retention and enrollment management in order to meet performance targets resulting in \$500,000 savings for the college. Developed an upskill – backfill recruitment strategy.
- Represented the college at economic development meetings with city, county, port, economic development councils, WorkSource, DSHS, Olympic Workforce Development Council, and secondary Career and Technical Ed. Directors.
- Worked collaboratively with a range of community partners resulting in:
  - career pathway development from high schools into college programs
  - construction of a Composites Recycling Technology Center
  - relocation, classroom and lab set up of the Advanced Manufacturing-Composites Technology program to a new, shared facility.
- Worked collaboratively with the Center of Excellence for Marine Manufacturing and the Center of Excellence for Aerospace to promote college programs and implement industry sector partnership meetings.

## Associate Director Instructional Programs & Innovation

*Clark College, Vancouver, WA – 2012 - 2014*

- Worked collaboratively with Corporate and Continuing Education, to implement an industry focus group exploring millwright skill set requirements resulting in creation of a new technical degree, Industrial Maintenance Technology utilizing existing courses in welding, machining, and mechatronics.
- Managed all aspects of location preparation and course setup for rural campus in Carson and Bingen, Washington, including equipment purchase, course identification, scheduling, signage, and ensured outreach and student services were available at the rural location.
- Implemented an Early College model in partnership with iTech Preparatory High School in the Vancouver Public School system. This innovative model provided 9<sup>th</sup> – 10<sup>th</sup> grade students access to select college courses with additional academic support from high school staff.
- Oversaw the Apprenticeship, College in the High School, Tech Prep, and the Early College pilot with Vancouver Public Schools

## Professional Development

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**Deans Academy**, State Board for Community & Technical Colleges 2016

**Economic Data Modeling** (24 Hours) 2013

**National Council of Research Administrators** (10 Hours) 2008

**Society of Research Administrators** (10 Hours) 2007

**Institute for Intercultural Communications – Intercultural Online** (20 Hours) 2007

**Institute of Cultural Affairs – Group Facilitation Methods** (16 Hours) 2006

**Equal Opportunity Officer** (10 Hour) 2004 - 2006

**Institute for Intercultural Communications** (40 Hours) 2005

**Crucial Conversations – Management Training** (8 Hours) 2005

**Staff Supervision, Evaluation Performance Outcomes Measures** (12 Hours) 2005

**Effective Leadership Development** (20 Hours) 2004

**Government to Government: Cultural Diversity** (16 Hours) 2002

## Care Coordinator

*Youth Suicide Prevention Program, Longview, WA – 2011 - 2012*

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- Led a team of eight faculty and staff at Lower Columbia College (LCC). The 'Care Team' was tasked with creating a training system for faculty and staff to assess students at risk of suicide by equipping them with the tools to ask the hard questions and refer the students to appropriate resources for help.
- Recruited mental health practitioners to partner with the LCC on the grant deliverables.

## Research Administrator

*Portland State University – College of Urban Studies, Portland, OR – 2007 - 2011*

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- Budget development and submission coordination for approximately 25-50 federal and private sponsors per year, including: National Institute of Health; National Institute on Aging; Department of Defense; National Science Foundation; Department of Labor; Robert Wood Johnson Foundation; Alzheimer's Association and numerous other sponsors.
- Managed grant award including index assignment, faculty FTE assignments by funding source, approved grant-related expenditures, monitored budget expenditure rate.
- Developed subcontracts with grant partners, monitored billing and payments.

## Director of Programs

*Workforce Investment Council of Clackamas County, Oregon City, OR – 2006 - 2007*

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- Managed Workforce Investment Act contracts for Adult, Dislocated Workers and Youth programs. Negotiated program services and outcomes with WIA contractors. Conducted quality assurance and compliance monitoring. Completed federal compliance reports. Served as the Equal Opportunity Officer. Provided staff assistance to the local workforce board.
- Served as Program Liaison assisting Oregon Community College and Workforce Development state staff with program evaluation and monitoring of Workforce Investment Act (WIA) contractors
- Served as the Equal Opportunity Officer for the PCC Dislocated Worker Program Regional Office and the Workforce Investment Council of Clackamas County
- Grant Development:
  - **Oregon Department of Transportation / Oregon Bridges Partnership** – Developed proposal for Clackamas Community College to serve as the regional administrator for Clackamas, Washington, and Multnomah Counties - Funded
  - **Navigator Grant** – Developed proposal for Clackamas Community Development and Clackamas Solutions to address housing and workforce needs of people with disabilities in Clackamas County – Funded

## Grants Managed

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**WIA Dislocated Worker, Adult, and Youth,**  
\$2,250,000  
2006 – 2007

**WIA Dislocated Worker**  
\$4,400,000  
2004 – 2005

**National Emergency Grants**  
– Jantzen, Viking-Blackwell, Epson, and Statewide Multi-Company, \$1,760,000  
2004

**Washington State School-to-Work Transition,**  
\$26,000,000  
1999 - 2002

## RFP

## Development

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**School-to-Work Transition (STWT) Request for Nomination**  
\$1,230,000  
1999

**School-to-Work Transition – Skill Standards**  
\$2,635,000  
1999

**School-to-Work Transition**  
\$1,935,000  
2000

**Information Technology**  
\$1,800,000  
2000

**School-to-Work Transition – Supplemental Funds**  
\$1,960,000  
2001

**School-to-Work Transition Letter of Invitation**  
\$750,000  
2002

## Manager, Budget and Operations, Dislocated Worker Program – Regional Office

*Portland Community College, Portland, OR – 2004 - 2006*

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- Coordinated and oversaw the day-to-day operation and program administration of the WIA programs. Provided recommendations to Director regarding current and future budgeting needs. Coordinated and prepared monitoring and other program reports required by sponsor. Worked with Director in negotiating and writing grants and program contracts; negotiated and wrote contract modifications. Monitored and coordinated subcontract performance. Coordinated purchasing and accounting processes and procedures.
- Created annual Dislocated Worker Program budget, approximately \$4 million, and monitored program expenditures
- Served as the Equal Opportunity Officer for the PCC Dislocated Worker Program Regional Office and the Workforce Investment Council of Clackamas County
- Reviewed and applied state, federal and contract negotiated human resource policies in Oregon.

## Program Supervisor – School-to-Work Transition

*Office of Superintendent of Public Instruction, Olympia, WA – 1999 - 2003*

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- Administrated the federal and state grant programs School-to-Work Transition and Information Technology. Managed \$28.8 million in state and federal grant funds. Provided support to school districts statewide regarding implementation of education reform. Developed and coordinated in-service training for information technology skill standards. Provided Consultation on coordination with workforce development programs, community development, and business outreach. Coordinated state-wide Groundhog Job Shadow Day from 1999 – 2002.
- Developed program framework cross-referencing education reform elements with School-to-Work Transition (STWT) program guidelines allowing districts to use grant funds to define and create educational pathways
- Managed approximately 111 multi-district grants including K-12 and community college consortia
- Managed seven (7) Request for Proposal (RFP) solicitations - wrote program guidelines and review criteria in collaboration with project partners

## SPECIAL PROJECTS

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**Workforce Development / Business Recruitment - Next Generation Industry Sector Academy** – In January 2017, I was part of a team of eight chosen to participate in a 'Next Generation' industry sector partnership academy. Our team of eight consisted of partners from the economic development agencies from Clallam, Kitsap and Jefferson Counties, representatives from WorkSource, two community colleges, and the Olympic Workforce Development Council. Together, we traveled to Arizona to learn how to engage industry in actively promoting growth and vitality, and; for industry to take the lead in shaping education and workforce development among their industry peers so job seekers can obtain good jobs with a consistent, livable wage.

**Program Monitoring - Worker Retraining Program** – I used data to address a serious problem with the Worker Retraining (WRT) program. The implementation problems I identified saved the college nearly \$500,000 in state support. The year prior, the college met only 50 percent of their enrollment target. Using data, I showed where the college was creating barriers for students that the program guidelines did not require, essentially causing the students to withdraw from the college for lack of funds or poor grade performance. I was able to make a case for changing from a student 'self-serve' model to a case management approach. The college also changed the local guidelines to allow WRT funds to be used as a safety net, rather than a barrier. The following year, the college met 97 percent of its target. What a difference a few small, well thought out changes can make!

**Program Expansion -Tech Prep Dual Credit Program-** I showed Career and Technical Education faculty a way to map out similar programs within their departments, identifying courses common in all of their programs. We started with the programs that align with the industry sector work that the local workforce development and economic development councils have identified as key industries for our area. Using the program maps they created, faculty worked with local high schools to articulate the base courses. The articulations served several functions, it helped students explore areas of interest within a broad pathway knowing that the classes they received credit for in high school, would allow them to enter several programs at the college level. Having achieved several credits in high school, students would be able to earn an entry-level certificate by taking a few more classes at the college level. The articulations and mapped programs also provided an incentive for students to enroll at the Peninsula College, rather than another institution.

**Outreach and Recruitment - Upskill to Backfill** – Taking direction from the Governor's Upskill-Backfill Initiative, I developed an outreach and recruitment project called Upskill to Backfill. The goal of the project was to offer much need training options for the many small manufacturing companies located on the Olympic Peninsula. Investing in an educated workforce gives these manufacturers a competitive edge over similar businesses located in urban areas where the hiring pool is more plentiful and diverse. The project would utilize existing college training funds such as Worker Retraining and Job Skills grants to subsidize the training costs allowing these employers to realize a substantial return on investment. Building on the success of incumbent worker training makes room for entry-level job seekers to gain employment and training support. The project would also promote a tuition reimbursement program for employees, serving as a valuable recruiting and retention tool for employers. Research shows that employers that invest in a highly skilled, trained workforce are less likely to experience chronic absenteeism, employee theft, and employee drug use. While initially targeted at the manufacturing industry, the model can be used with any industry for any level of degree.

**Program Promotion of CRTC** – Generated a list of program promotion activities to be implemented in collaboration with WorkSource, local workforce board (OWDC), and the Economic Development Corporation to highlight small – mid size manufactures on the Olympic Peninsula. Activities included: highlighting faculty expertise in social media; promoting Upskill – Backfill among local employers; promoting career ladders to stabilize wages and strengthen employer retention of good employees; developing an employer speaker of the month open to the public; developing a tour program for K-12 STEM and Career and Technical Education faculty, staff, and students; developing community education classes for retired scientist and hobbyists in the area interested in hands-on projects with composites; suggested surveying employers to identify specific training needs for incumbent workers.

**Composite Recycling Technology Center** – Planned and implemented an Open House event: PC @ CRTC, to introduce the community to a new facility shared between Peninsula College (PC) and the Composite Recycling Technology Center (CRTC). Created a program guide explaining how the equipment was used and what items the public could touch. Coordinated advertising efforts included radio and newspaper ads, digital postcards sent through email lists to a broad range of stakeholders. The event was a huge success for the rural community encouraging 130 people curious about composites to venture out on a Tuesday evening. The event resulted in obtaining an instructor from the private sector.

**Extended Learning Locations** – Managed all aspects of location preparation and course setup for rural campus in Carson and Bingen, Washington, including equipment purchase, course identification, scheduling and ensured outreach and student services were available at the rural location.

**Audio Books Service Learning Project** – This project is a favorite example demonstrating openness to new ideas and commitment to equity and diversity with students, staff and colleagues. As part of my graduate studies, I volunteered with the Adult Literacy program at Clark College. I developed and executed a Service Learning project with ABE and ESL. I specifically chose to work with this population as they are often overlooked for participation in extra-curricular activities given the many challenges they face, including legal issues that would preclude them from participating in certain settings. We landed on the idea of Audio Books. The class made digital recordings of children's books for a Spanish immersion program at a local elementary school. The project was transformative for many of the students. Not only did they learn technical skills, like how to use a digital recorder, but they spent more time outside of class reading. The students self-reported how listening to the recordings helped improve their reading. The native Spanish speakers were able to share a part of their culture. The native Spanish speakers narrated the children's books in Spanish so the non-Spanish speakers could read at home with their children hearing the words in an authentic Spanish accent. I asked the students to introduce themselves and the story, in English, on the recorder before they began to read. I asked them to share as much as they felt comfortable about their life story and journey to America. The students' stories were heartfelt and quite amazing.

## Request for Proposal Development

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### **Contracts Awarded**

Listed below is a summary of the Request for Proposals (RFP) I wrote and the amounts awarded. For each of set of grant funds awarded, I developed the program criteria; conducted research and compiled resources to assist applicants in developing their proposals; held question and answer video conferences for grant applicants; developed the review criteria and led the review, scoring and award process; negotiated budgets with subcontractors; monitored contracts and budgets; provided guidance on state and federal laws; coordinated training on fiscal policies and reporting; and, provided technical assistance on program development.

### **1999, Request for Nomination \$1,230,000**

A competitive grant process for K-12 high schools to establish pilot sites for school-to-work transition (STWT) systems in Washington State. Five high schools were selected, each receiving an award of \$150,000. The home districts also received a grant award ranging from \$80,000 to \$100,000.

### **1999, School-to-Work Transition \$ 2,635,000**

A competitive grant process for STWT consortia as part of Washington State's five-year federal grant. Priority was given to applicants who connected with an existing skill standards project through the development of assessment and curriculum. Grants were awarded to 22 multi-district consortia, 12 basic grants, 5 skill standards grants, and 5 technical assistance grants.

**2000, School-to-Work Transition****\$1,935,000**

Grants were awarded to 17 multi-district consortia, 12 basic grants and 5 skill standards grants,

**2001, School-to-Work Transition Supplemental Funds****\$1,960,000**

A non-competitive grant review process available to STWT consortia ranked from mid to high stages of system development. Grants were awarded to 15 multi-district consortia. Applicants were provided extensive resources and specific guidelines for each project. Applicants were asked to develop proposals for up to \$150,000 to address one or more of the following six projects:

- 1) Research and develop an intermediary organization
- 2) Plan and implement a resource mapping activity
- 3) Research and develop standards and policies for Washington's new graduation requirements
- 4) Plan and implement Washington's new vocational program standards
- 5) Research and implement strategies to develop smaller learning communities
- 6) Research and implement contextual teaching and learning strategies

**2002, School-to-Work Transition Letter of Invitation****\$750,000**

A non-competitive grant review process available to STWT consortia ranked at the beginning stages of development. Washington's education reform priorities were aligned with the essential principals of STWT, resulting in a more concentrated scope of activities on which applicants must focus. Grant funds were awarded to 11 multi-district consortia. Applicants were provided extensive resources and specific guidelines for each project. Applicants were asked to develop proposals for up to \$75,000 to address one or more of the following five projects:

- 1) Identify and work with a mentor district or consortium (mandatory).
- 2) Develop or refine education pathway implementation school wide.
- 3) Establish and implement criteria for culminating projects and education plus plans.
- 4) Research and implement strategies to develop smaller learning communities (career academies, pathways, school-within-a-school, etc.).
- 5) Continue development and implementation of 2000 – 01 work plans as previously developed with technical assistance funds.

**1999, Information Technology****\$1,000,000**

A competitive grant process to establish or expand information technology (IT) programs in high schools that prepare high school students to achieve IT industry skill certifications. The state grant funds authorized for four activities 1) provide or improve internet access, 2) purchase/install network or computer equipment, 3) train faculty, and 4) acquire curriculum materials. Grants were awarded to 12 applicants.

**2000, Information Technology****\$1,800,000**

Same process as 1999 described above. Grants were awarded to 24 applicants.



## Grants Managed

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Listed below are the grant awards received by the institution or agency where I worked. This money was the source of funds for the award processes described above. I had a wide range of responsibilities included: tracking expenses for both compliance as well as grant rate expenditure; creating budget reports showing expenditures and remaining balance; compiling information from multiple partners to draft quarterly reports; providing guidance and technical assistance when needed.

### **1999 – 2002, Washington State School-to-Work Grant** **\$26,000,000**

A five-year grant awarded to Washington State. Mandatory partner agencies included: the Office of Superintendent of Public Instruction; Workforce Training and Education Coordinating Board; the State Board for Community and Technical Colleges; Association of Washington Business; and the Washington State Labor Council. The state initiative was governed by the Governor's School-to-Work Transition (GSTWT) task force with representatives from partner agencies as well as key business and labor representatives. I monitored grant expenditures; prepared reports for the GSTWT task force; compiled information from state partners for quarterly reports; and oversaw all aspects of the RFP process to the school districts.

### **2004 - 2005, Workforce Investment Act, Dislocated Worker, Portland Community College** **\$4,400,000**

A procured competitive contract with a five-year, noncompetitive renewal option awarded by WorkSystems Inc. for federal Workforce Investment Act (WIA) funds. Grant funds were used for training and supportive services for dislocated workers. The initial grant was divided among six different programs. I monitored funds for compliance; prepared financial reports using the Banners system; and led the grant closeout process at the culmination of each fiscal year.

### **2004 - National Emergency Grants - Jantzen, Viking-Blackwell, Epson and Statewide Multi-Company** **\$1,760,000 cumulative**

Federal formula funds intentioned for business and industry experiencing a massive layoff. The funds provided re-training and supportive services to dislocated workers. Each grant was divided among four programs. I monitored funds for compliance; prepared financial reports using the Banner system; and led the grant closeout process at the culmination of grant funding. My participation was limited as I came to the process at the end of the grant funding.

### **2006 – 2007, Workforce Investment Act, Dislocated Worker, Adult, and Youth for Workforce Investment Council of Clackamas County** **\$2,250,000**

Federal formula funds awarded competitively with a five-year, renewal option. Allowable use of the funds include: training or retraining, supportive services, and education-related expenses for WIA participants. I negotiated the scope of work with contractor; established performance measures and enrollment targets; monitored expenditures for compliance; monitored files and program for compliance; and provided technical assistance as required.



**2007 – 2011, Portland State University, College of Urban Studies, School of Community Health and the Institute on Aging**

Budget development and submission coordination for approximately 25 – 50 federal, state, and private sponsors per year, including National Institute of Health; National Institute on Aging; Department of Defense; National Science Foundation; Department of Laborer, Robert Wood Johnson Foundation; Alzheimer's Association and numerous other sponsors. Managed both pre- and post-award processes; developed contracts with grant partners; and monitored billing and payments.



DATE: November 29, 2018

TO: RWP Corporate Board of Directors

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: PY18 Budget Modification

## **BACKGROUND**

In July, the RWP Corporate Board was presented with a budget for the 2018-2019 Program Year (PY18). That budget was based upon best estimates of both revenues and expenditures at that time; but as the months have passed, we now have a better sense of what these amounts should be. We normally produce a budget modification in the spring. However, with the introduction of the new “Program / Budget Investment Overview” document, we wanted to make sure to give you the most current budget info that we had. This proposed budget modification increases both revenues and expenditures by \$311,167.

## **REVENUES**

- **WIOA Funds**

Overall, the WIOA funds have been adjusted by an increase of \$131,048. As you are aware, the WIOA funds we receive each year have a two-year life, resulting in carry-in funds each year. When producing the budget in the spring, we try to take a conservative approach to the amount of carry-in we can expect. But at this point in the year, after the final year-end accounting has been completed, we know the exact amount of carry-in. This adjustment reflects that calculated amount.

The larger adjustment in Adult and Dislocated Worker funds just represents an adjustment in the expected transfer between those two funds. And the appearance of the High Concentration of Eligible Youth funds does not represent a new funding source. It was previously rolled into the Youth funds. But since we wanted to spell out the differences in the Overview document, we are splitting the fund out here as well.

- **Other Income**

Several of the funds in this category have been adjusted due to the final calculation of their respective carry-in amounts. Those funds are Work Experience, Competitive Strategies, Rethinking Job Search, Industry Engagement, and US Forest Service.

We have eliminated the SOESD funding source. We had thought earlier in the year that we would be applying for this grant, but that will not be happening at this point.

The TANF Summer Jobs Program has been reduced by \$34,689. We still have the same grant. However, due to the State's lateness in getting us this grant again this year, plus the inherent challenges in getting referrals from DHS and finding DHS youth willing/able to engage - we will not be able to use all these before it expires in the next couple of weeks. I'm not sure we will even be able to spend the remaining amount, but at least this estimate is a bit more realistic.

The budget for Rental Income/Cost Reimbursements has decreased by \$9,159. This is mainly due to the uncertainty at the time of the presentation of the original budget around the impact of our move from Main Street to Central Avenue.

You're likely aware of our three new grants that we recently received from the State through a competitive process for: Certified Production Training, Mechatronics Training, and Caregivers School of Learning. These three grants represent \$197,000 in new funding, allowing us to jump start program innovations we already had under development. These grants expire June 30, 2019, so we have been feverishly to launch these training programs in January. These monies will also enable us to set up a Revolving Tuition Fund that will hopefully enable us to provide scholarships for trainings beyond our expiration date. We're very excited about this opportunity!

Our Miscellaneous Income has been increased by \$79,630 for several reasons:

- In our discussions with our new Central Avenue landlord, we were able to negotiate what is basically a no-interest loan for \$20,000 against the remodeling costs that we incurred. We will be paying that back each month over the five-year lease term. As for our accounting, we are recognizing the \$20,000 as revenue (to offset some of the remodeling expense), and will be expensing the monthly loan repayment as part of our lease payment.
- We received approximately \$7,200 from our Bartlett Street landlords from some repairs completed a couple of years ago. We weren't sure until recently whether or not we would receive that payment. Now that we have, we're recording this as miscellaneous revenue.
- Now that we've invested our Endowment Fund, we are projected to earn significantly more than the few hundred dollars a year earned through the money market account it was previously in. As a result, we've budgeted \$12,000 in interest and \$40,000 in investment gain.

## **EXPENDITURES**

Budgeted personnel costs have increased by over \$65,000. With Aurora's departure in October, we've backfilled with the hire of Jill teVelde (on a full-time basis) and Heather Stafford (on a part-time basis). We've also budgeted in a second part-time person. Yes, it's true – Aurora did the work of more than one person!

The Contracted Workforce Services budget shows an increase of almost \$11,000. By the time we completed the two subrecipient contracts, we were able to fine-tune the contract amounts with more current revenue figures.

Previously we have just been presenting RWP Operating Expense and One Stop Operating Expense as composite numbers. But, in the interest of providing more information, we are changing the presentation to also show the larger components to those numbers.

The single largest increase within the RWP Operating Expenses (\$228,793) is in the appearance of a line item named "Client Costs (State Training Grants)". This is for \$178,218 allocated to training costs within the three new grants we just received, in addition to another \$50,575 for incumbent worker training within the Work Experience grant.

The second largest increase in this category, in an amount of \$12,699, is under Contracted Services. The main reason is due to a difference in the display of our remodeling costs. In the original budget, we had shown a net amount of \$40,000 for remodeling. Because of the decision to move to revenue the \$20,000 landlord allowance mentioned previously, I grossed up the \$40,000 to \$60,000.

The bottom line is, out of the \$234,716 increase in RWP operating expenses, once you remove the \$228k for training and the \$20k gross-up, the remaining expenses are decreasing by about \$14,000.

As for the One Stop Operating Expenses, we're showing a decrease of \$32,917 from the original budget. Budgeted facilities costs are decreasing by a net of \$16,410. After speaking to workforce partners and staff, we made the decision to terminate the lease for the Annex space in Grants Pass as of December 31, 2018, resulting in a savings of \$24,518 through the remainder of the year. We also found a way to provide centralized purchasing through RWP of janitorial and other supplies for our One Stops that results in lower costs for the products. It also eliminates those costs flowing through the ResCare billings, which thereby eliminates any associated indirect costs. We budgeted an additional \$6,500 for those purchases. We did not make any corresponding decrease to the ResCare contract at this time until we see the total impact of this change.

The other larger decrease to One Stop Operating Expenses is \$21,260 in IT/Telephone/Copiers. We had originally thought that we were going to enter into a sizable computer lease to replace our aging computers (for both staff and clients), at a cost of about \$29,000. Again, after speaking with our workforce partners, who indicated they didn't have any additional funding to reimburse us for their share, we decided to indefinitely postpone that decision. We have, however, budgeted an amount of \$7,781 for the purchase of some tablets through our High Concentration of Youth funds, bringing the net IT expense decrease down to the \$21k level.

## **SUMMARY**

RWP Staff would request that the Corporate Board approve the proposed budget increase of \$311,167. Staff will be happy to answer any questions you may have.

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

	APPROVED 2018-19	PROPOSED MODIFICATION	DIFFERENCE
<b>REVENUES</b>			
<b>WORKFORCE INNOVATION &amp; OPPORTUNITY ACT</b>			
Title 1B Adult	809,670	956,778	147,108
Title 1B Dislocated Worker	1,726,420	1,611,408	(115,012)
Title 1B Youth	1,281,705	1,306,687	24,982
High Concentration of Eligible Youth	0	72,383	72,383
Additional Assistance (Pacific Crest Transformers)	5,000	6,587	1,587
<b>WIOA SUBTOTAL</b>	<b>3,822,795</b>	<b>3,953,843</b>	<b>131,048</b>
<b>OTHER INCOME</b>			
Work Experience	270,956	277,171	6,215
Careers in Gear (Donations)	12,100	12,500	400
Careers in Gear (Endowment Fund)	7,506	7,506	0
Competitive Strategies	87,000	87,200	200
Rethinking Job Search	69,992	17,375	(52,617)
Industry Engagement	79,992	86,021	6,029
SOESD (CC4A)	14,686	0	(14,686)
TANF Summer Jobs Program	70,000	35,311	(34,689)
US Forest Service	5,100	6,896	1,796
CPT Training	0	75,000	75,000
Mechatronics Training	0	50,000	50,000
Caregiver School of Learning	0	72,000	72,000
Miscellaneous Income	1,450	81,080	79,630
Rental Income / Cost Reimbursements	382,288	373,129	(9,159)
<b>OTHER INCOME SUBTOTAL</b>	<b>1,001,070</b>	<b>1,181,189</b>	<b>180,119</b>
<b>TOTAL REVENUES</b>	<b>4,823,865</b>	<b>5,135,032</b>	<b>311,167</b>
<b>EXPENDITURES</b>			
<b>SERVICES</b>			
<b>Personnel</b>	<b>668,737</b>	<b>733,966</b>	<b>65,229</b>
<b>Contracted Workforce Services</b>	<b>2,499,372</b>	<b>2,510,272</b>	<b>10,900</b>
<b>RWP Operating Expense</b>	<b>319,729</b>	<b>554,445</b>	<b>234,716</b>
Facilities	93,497	98,194	4,697
Contracted Services	75,289	87,988	12,699
Dues	14,132	14,332	200
Training, Travel, Events	39,945	35,705	(4,240)
Moving Costs / Furniture	55,000	55,000	0
Insurance	12,035	12,035	0
IT / Telephone / Copiers	24,858	20,898	(3,960)
Client Costs (State Training Grants)	0	228,793	228,793
Other Costs	4,973	1,500	(3,473)
<b>One Stop Operating Expense</b>	<b>653,063</b>	<b>620,146</b>	<b>(32,917)</b>
Facilities	428,029	411,619	(16,410)
Data Processing (iTrac)	39,879	39,879	0
One Stop Operator	50,000	50,000	0
IT / Telephone / Copiers	131,908	110,648	(21,260)
Other Costs	3,247	8,000	4,753
<b>Holdback / Carry Out into following year</b>	<b>682,964</b>	<b>716,203</b>	<b>33,239</b>
<b>TOTAL EXPENDITURES</b>	<b>4,823,865</b>	<b>5,135,032</b>	<b>311,167</b>

## 2019 BUDGET & FINANCIAL STATEMENT PRESENTATION

	JAN	FEB	MAR	APR	MAY	JUN
Corporate Board		12/31/18 Budget/Actuals			3/31/19 Budget Actuals  2018/2019 Budget Mod	
Workforce Board			12/31/18 Budget/Actuals			3/31/19 Budget Actuals  2018/2019 Budget Mod Affirmation




	JUL	AUG	SEPT	OCT	NOV	DEC
Corporate Board	2019/2020 Budget Approval				6/30/19 Budget/Actuals  9/30/19 Budget/Actuals  2019/2020 Budget Mod	
Workforce Board			2019/2020 Budget Affirmation			6/30/19 Budget/Actuals  9/30/19 Budget/Actuals  2019/2020 Budget Mod Affirmation

STRATEGIC  
INTENT

By the end of 2021, RWP will be nationally recognized for building community partnerships that help government, education, and industry leverage resources that create a dynamic system of access points for career opportunities, resulting in economic growth, sustainable programs, and a more highly skilled workforce.



ROGUE WORKFORCE  
PARTNERSHIP

MISSION	To advance the region’s economic vitality by developing a business-responsive workforce that promotes prosperity.		
STRATEGIC DRIVERS	 <p>Align and leverage industry, government and education resources around workforce sector needs.</p>	 <p>Invest and support flexible and adaptable skills development programs.</p>	 <p>Create a clear system of monitoring and measuring efforts and impact.</p>
KEY STRATEGIC INITIATIVES	<p><b>Mike Donnelly</b></p> <p>Continue Sector Strategies work (+ skilled trades/apprenticeship paths) &amp; embed needed skills into education &amp; workforce training</p>	<p><b>Trever Yarrish</b></p> <p>Expand work-based training, internships, externships, job shadows, etc. &amp; support development of experiential learning</p>	<p><b>Rosemary Jernigan</b></p> <p>Expand dashboard to include all workforce &amp; education partners</p>
	<p><b>Alex Campbell</b></p> <p>Assess workforce/education skills training, &amp; the gaps, barriers &amp; potential connecting points; prioritize &amp; consolidate efforts</p>	<p><b>Sherri Stratton (Jessica Gomez)</b></p> <p>Develop employability/soft skills report card, get employers to require it, and create experiential learning for students &amp; job-seekers</p>	<p><b>Shawn Hogan &amp; John Underwood</b></p> <p>Define success measures of progress at system and individual levels.</p>
	<p><b>Jessica Gomez</b></p> <p>Strengthen key partnerships and work to align policies, investments and efforts at the local, state and federal levels</p>	<p><b>Norm Kester</b></p> <p>Identify technical skills training needs &amp; capacities for industry sectors; create &amp; scale collaborative solutions to meet the needs</p>	<p><b>Shawn Hogan &amp; John Underwood</b></p> <p>Develop comprehensive performance metrics system – e.g. for each strategic driver, by sector, with longitudinal data, etc.</p>