



**ROGUE WORKFORCE  
PARTNERSHIP**

**MINUTES**

ROGUE WORKFORCE PARTNERSHIP · CORPORATE DIRECTORS  
April 18, 2019 ♦ 37 N. Central Ave. - Board Room ♦ Medford, OR

**MEMBERS PRESENT**

Vice-Chair, Michael Donnelly  
Commissioner Darin Fowler  
Commissioner Bob Strosser  
Shawn Hogan\*

**MEMBERS ABSENT**

Nikki Jones  
Jessica Gomez  
John Underwood

**OTHERS PRESENT**

Jennifer Davis, SkyOak Wealth  
Jim Fong, Executive Director, Rogue Workforce Partnership  
Sherri Emitte, Chief Finance and Administrative Officer, Rogue Workforce Partnership\*  
Jill teVelde, Workforce Development Manager, Rogue Workforce Partnership  
Ida Saito, Partnership Engagement Manager, Rogue Workforce Partnership  
Tami Allison, Senior Project Manager, Rogue Workforce Partnership

*\*indicates that individual joined remotely.*

**Quorum Present:** Yes

**1) Call to Order**

The meeting was called to order by Vice-Chair, Mike Donnelly at 3:05 P.M.  
A round of introductions were made.

Based on research done on consent agendas, it is not necessary for all items to be action items. Jim noted that some of the items on today's consent agenda are information only.

**2) Consent Agenda**

Shawn Hogan moved to approve the consent agenda consisting of the February 21, 2019 Rogue Workforce Partnership Corporate Director Meeting minutes, the Whistleblower Policy & Employee Handbook, Letter to Ways & Means Education Subcommittee on HB 5024, and the Final PY 17 Monitoring Report. The motion was seconded by Commissioner Bob Strosser and approved unanimously.

**3) Endowment Fund**

**Investment Report**

Sherri reviewed the history of the endowment fund, which originated from a grant of state funds of approximately \$250,000. Sherri indicated that the Corporate Directors, as guided by the Endowment Fund Policy, oversees how the funds are spent, as well as invested. Currently RWP has three funds (Cash,

Equities and ETF's) invested by SkyOak and, because we are a non-profit, we receive a 50% discount on their services.

Jennifer Davis, Founder & CEO of SkyOak Wealth, joined the meeting remotely and reviewed RWP's Portfolio Performance Report, indicating that we are currently right above where we started in September after the S&P 500 dipped down over 14.5% in the fourth quarter and was down almost 10% in December. Fortunately, SkyOak goes into protection mode in these situations and uses an equity portfolio to keep us from dropping as low as the market.

The Performance Portfolio Report was reviewed and handouts were provided to the Corporate Directors. Balances shown are as of 4/12/19 and there is an equity blend in all stocks. Discussion will take place at a later date regarding moving the cash account into a money market account to get a better return on our investment. Jennifer indicated that she will present reports to the Corporate Directors at least annually and more often if requested. The Corporate Directors had no questions and commented that the report was very thorough.

Sherri reviewed the Endowment Fund Expenditure History indicating that historically we have contributed approximately \$10,000 annually for Careers in Gear. There is currently a placeholder for 2018/2019 for Careers in Gear with the Corporate Director's approval; as well as \$5,000 to Southern Oregon Success for backbone funding. Jim noted that because we are not a philanthropy, we are not required to distribute a certain amount of funds annually; however, we try to distribute at least 5% per year. Sherri added that we have delayed the decision of how much to spend annually while we wait to see what the funds actually do. When information is available, it will be brought to the Corporate Directors.

Some questions arose around the large expenditure in 2012-2013 and 2013-2014, and Sherri explained that these costs were driven by the need for additional accounting consultation. Jim added that there was a problem that occurred when the organization transitioned to a new accounting systems. The previous staff accountant became overwhelmed, failed to allocate expenditures to the appropriate funding streams for an extended time period, did not discuss the situation with anyone, and then left abruptly. This necessitated contracting with a local financial management/accounting consulting firm to clean up the mess, and caused us to have to liquidate our investments to take care of the expenses and then reinvest when we felt comfortable to do so.

#### **Guidance on Endowment Fund Strategic Uses / Intentions**

Sherri reviewed a list of the historical distributions from the endowment fund. Many training, skill-building and capacity-building activities have been invested in over the many years of the funds. Most recently, distributions have been used to provide backstop and support the region-wide Careers in Gear event for high school students, as well as supporting the backbone capacity for the Southern Oregon Success cradle to career initiative.

Jim asked for the Corporate Directors to consider these historical distributions as they contemplate making future distributions from the proceeds of this endowment funds. There is also a historical guidance document that needs to be reviewed and updated as a next step later this year. In more recent years, annual distributions have totaled approximately \$25,000/year. The federal and state funds which constitute the bulk of the funds RWP has direct control over come with many restrictions. So, using Endowment Fund distributions to yield high return-on-investment results or leverage long-term capacity-building and co-investments has been our historic strategy.

Commissioner Fowler asked if he could nominate the Josephine County Youth Pathways project to receive money, as many entities have already contributed. Jim affirmed this would be possible and asked for more information, which Commissioner Fowler indicated he would provide.

Other current possibilities include the request from SOREDI to co-invest in their Regional Strategy project, helping to fund the industry/education partnership-building event in late May, and helping to augment and scale-up our newly emerging “Upskill & Backfill” strategy. The industry/education partnership-building event is planned for the industry sectors to gather and network, to present statewide OWP awards and local workforce champion awards, and to wish Brian & Dana Shumate farewell, thanking them for their workforce contributions over the past several years. Industry Engagement funds can be used to purchase food; however, the purchase of alcoholic beverages is not allowed under WIOA. RWP will be asking the Corporate Directors to authorize using some of these funds for this expense. Cost details will be brought back to the May meeting for the directors to act on.

**SOREDI Regional Strategy Support Request**

SOREDI is asking us for financial support for their regional strategy project. Jessica and Jim met with Colleen Padilla, Executive Director of SOREDI, to talk about this project as well as the investment. While many some local governments and organizations are supporting with amounts up to \$20,000, Jim and Jessica feel that we could possibly contribute \$2,500 through the endowment fund, which is the only flexible funding source we could use.

Shawn Hogan moved to approve the expenditure of \$2,500 to SOREDI for their regional strategy project. The motion was seconded by Commissioner Strosser. Commissioner Fowler and Commissioner Strosser disclosed that they are both on the SOREDI board. The final vote of the Corporate Directors was unanimously in favor.

**4) Oversight, Compliance & Policies**

**One-Stop Operator**

Discussion took place regarding the One-Stop Operator requirement and role under the Workforce Innovation and Opportunity Act (WIOA). RWP currently contracts with Oregon Manufacturing Extension Partnership (OMEP) to fill this role. OMEP primarily provides Lean/continuous improvement consultation expertise to streamline and improve customer service at the WorkSource Rogue Valley Centers. And while this work is valued, RWP staff have been working with core WIOA partners (Oregon Employment Department, ResCare, DHS, Vocational Rehabilitation, RCC – Adult Basic Skills) to identify a broader set of priorities for the One-Stop Centers and the broader regional workforce system.

Staff therefore recommend that the RWP conduct a new round of procurement for a One-Stop Operator, to expand all the possible options for contracting with a One-Stop Operator that could more fully support these expanded system alignment priorities. This could be a simple procurement process, patterned after a Request for Qualifications (RFQ) process that Seattle used to for their One-Stop Operator. The action item request is for the Corporate Director’s to authorize this new round of procurement for the One-Stop Operator. The awardee would start in this capacity on July 1, 2019.

Commissioner Strosser moved to authorize RWP to move forward with the RFQ for a One-Stop Operator. The motion was seconded by Commissioner Fowler and was approved unanimously.

**Policy for Incumbent Worker Training for Non-WIOA Funds**

This draft policy was reviewed at the RWP Workforce Board at the March 13, 2019 meeting. Feedback from industry leaders called for the elimination of the requirement regarding “not having laid off workers,” particularly since companies may need to lay off staff in a division with a declining product line, as they expand staff capacity in an emerging product line. Staff reviewed the policy and associated background regulations and determined that this verbiage was not necessary. The revised policy therefore removes the following language:

*“Not have laid off workers within 120 days, including those relocating to Oregon from another state.”*

The new policy mirrors the existing WIOA Incumbent Worker Training policy and lays the groundwork for establishing a private-public revolving tuition fund.

The policy differs from the existing WIOA policy as follows:

- Removes references to WIOA regulations
- Establishes a 50% employer match requirement
- Establishes an enhanced training scholarship for growing companies
- Establishes an application process to access funds
- Establishes a priority for trainings connected to pre-apprentice and apprenticeship programs
- Expands industry sectors to include Transportation and Logistics, Construction, other sectors determined to be in demand by the support of local labor market information.

Shawn Hogan moved to approve the revised policy for Incumbent Worker Training for Non-WIOA funds as presented. The motion was seconded by Commissioner Darin Fowler and approved unanimously.

**Maximum Training Benefit Policy**

We have asked our WIOA expert legal counsel, John Chamberlin, to draft a policy that creates parameters to guide staff in setting a maximum benefit limit that any one board member could receive in On-the-Job Training subsidies or training scholarships. Staff will bring a draft policy for action to the May Corporate Director’s meeting.

Jim added that a maximum amount previously suggested by John was at \$50,000. However, setting a limit really depends on the total amount of money in the funding allocations, and determining the right level percentage to land upon based on this sense of proportionality. We want to create flexibility (*bend but don’t break*) to allow for training to occur to meet demand, while also making sure we exercise due diligence in addressing any potential conflict of interest or the appearance of conflict of interest issues.

**5) RWP Budget, Programs & Strategic Investments**

**RWP Budget Actuals as of December 31, 2018**

RWP budget actuals were reviewed (*keeping in mind that this is for the time period ending December 2018*). Sherri gave an update of the layout of the budget, and noted that the 33.9% receipt level in WIOA revenues is a little deceptive as the budget includes carry-in of two year funds. The line items were reviewed as well as the expenditures. No question were asked.

Jim added that ResCare is currently underspending and is under-performing in the Youth Program. Staff and management turnover have contributed strongly to these circumstances. While the unspent WIOA funds can be rolled over, the top priority to work with ResCare to get the program up normal levels enrollment, operation and successful youth outcomes.

**Program Services Investment History & Planning for FY 2019-2020**

A revised dashboard was reviewed. The dashboard shows that the majority of services provided through the federal Title 1B funds are “Career Services” such as resume preparation, job interviewing, basic computer skills and foundation skills and services related primarily to job preparation and job search. A much smaller number of customers actually receive “Training” investments such as On-the-Job Training or training scholarships.

The vast majority of Career Services expenditures therefore pay for staff capacity to provide these services. Jim showed the Department of Labor skills pyramid which depicts the different layers of skills needed for any particular industry. Personal effectiveness skills are at the bottom foundation of the pyramid, followed by basic academic skills, and then basic workplace competencies common to all industries. Only after demonstrating these skills do you get to the unique industry specific skills.

This pattern of Title 1B expenditures has been the norm for decades. The bulk of these funds have historically been spent on providing these middle tier basic workplace / job search preparation skill-building services.

Now, after many years of effort, new stepping stones have finally been built to fill in the gaps that have prevented career-seekers from gaining easier access to the better career pathways that can lead to lifelong success. Entry-level Certified Production Technician training, as well as next tier Mechatronics and Plant Systems Technology (pre-apprenticeship) training are now in place for the Advanced Manufacturing pathway. A Caregivers School of Learning also now provides entry-level access to Healthcare career paths via Assisted Living Centers to fill this high-demand need.

In addition, we are working to build new capacity to finally address the base foundational layer of personal effectiveness skills. We have been working with training providers to develop easier to access workshop and seminar “trainings” that are renowned for catalyzing cognitive and experiential personal growth experiences for participants. One such set of seminars are conducted by Wings, which was purchased by LaClinca a few years ago. Their entry point 4-day Personal Effectiveness Seminar (*now called Well-Being*), has been a fixture on the Oregon landscape for many decades. And numerous participants from the Rogue Valley all speak effusively about the personal growth benefits. Triggered by our conversations with them, Wings is now launching a 2-day seminar called Work/Life Success, to provide an easier to access on-ramp to their suite of life success seminars.

We are also working with other training providers to produce other similar, even easier to access, ½ day or 1-day seminars and workshops. Our plan is to continue in this capacity-building and to invest training scholarships for incumbent, transitioning and emerging workers to attend these seminars. We especially want to target individuals and family members who have experienced intergenerational poverty, adverse childhood experiences or traumas, or other life challenges which research tells us can frequently and dramatically impact their lifelong health, well-being and ability to foster greater success in life.

Staff are therefore proposing that the RWP start spending a less in career services and more in other layers of the skills pyramid. Jim asked for affirmation to move forward, with more detailed information being brought back to the Corporate Directors in May, as well as to the June Workforce Board meeting.

Directors indicated they feel this is an important conversation and that we need to spend time focusing on where we get the most ROI. They affirmed that staff are on the right track, and to proceed as proposed.

Another conversation we need to have is how to get even more ROI with the available dollars we have, and getting alignment with the schools to leverage their dollars as well.

RWP is currently in the midst of some staffing transitions which will also be reflected in the budget next fiscal year. Ida Saito joined our team on a part-time basis in February, Heather Stafford is working part-time on the Tech Collective, and Dana Shumate will be leaving the region in June and working remotely a reduced number of hours.

In addition, staff are also proposing that the RWP add 2 industries to our Sector Strategy initiatives: Transportation & Logistics, and Construction This item will be added to upcoming Corporate Directors and Workforce Board meetings for action.

We are also in the process of customizing a website developed by the Portland region for use in the Rogue Valley. The goal is to have the Careers Rogue website (<http://careersrogue.com/>) customized with our region's information in next few months. Jim asked that any feedback or ideas for improving this site be directed to him.

#### **Learning Community**

The focus of the Learning Community strategy is to pioneer the use of longitudinal data and predictive analytics to improve success outcomes for different typologies of customers over time. Currently we are use "point in time" data that does not tell an accurate or complete story, and doesn't allow for the use of data in ways to effectuate positive changes. For example, OYA was able to safely and effectively reduce the percentage of youth offenders referred to adult corrections by 80% by using predictive analytics and different offender typologies, risk assessments and differential services to meet individual needs.

We are working with the Department of Human Services, Office of Enterprise Data Analytics and the Chief Education Office to pilot the use of these powerful data tools in our region. We convened a Learning Community kickoff event in December 2018 with a wide array of workforce, education and Southern Oregon Success partners, and the a state data analytics team is now poised to work with us on an intensive basis in the coming months. Long term, we want to show that no matter where a person is, we can show progress toward better employment and other life outcomes. Jim added that part of the recalibration of this strategy is possibly expanding some of our staff capacity.

### **6) Strategic Roadmap, Objectives & Key Results**

Corporate Directors were provided an update on our next steps to refine this tool and create greater focus, clarity, and alignment in our work. We have reached out to John Bowling of Sustainable Leadership to assist in this process. We will schedule a couple of work group meetings prior to the June workforce board meeting where a next iteration of this work will be shared and processed for adoption.

### **7) RWP Membership**

#### **Creating an Emeritus Status**

With emerging retirements, we are asking whether RWP should consider creating an "Emeritus" status of membership for those leaders interested in staying engaged in our work. This item will be discussed further at the May Corporate Director's meeting as well as the June workforce board meeting.

**8) Business-Education Partnership & Other K-12 Related Collaboration Updates**

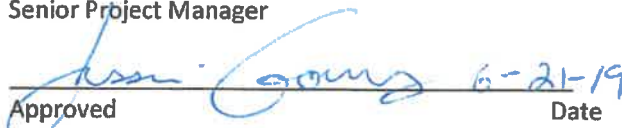
This item was not discussed and will be deferred to a future meeting.

**9) Adjourn**

With no further business, the RWP Corporate Directors meeting was adjourned at 5:04 p.m.

Respectfully Submitted,

Tami Allison  
Senior Project Manager

 6-21-19

Approved  
Jessica Gomez, RWP Chair

Date