




## Rogue Workforce Partnership ~ Corporate Directors Meeting Agenda

Thursday July 18, 2019 • 3:00 to 5:00 p.m. • Woolworth Building - First Floor • 37 N. Central Ave. • Medford

Video/Phone Conference access available at: <https://zoom.us/j/253180646> Select your audio preference: 1) Use telephone +1-669-900-6833; Access Code: 253 180 646 Normal long distance charges will apply); 2) Or, use computer microphone & speakers (headset is recommended to avoid reverb)

Time	Item	Objective	Facilitator   Presenter
3:00p	<b>Call to Order</b> (3m) <ul style="list-style-type: none"> <li>Welcome &amp; Introductions</li> </ul>		Jessica Gomez
	<b>Consent Agenda</b> (3m) <ul style="list-style-type: none"> <li>May 16, 2019 - Corporate Directors Meeting Minutes 📄</li> </ul>	▸ <b>Action</b> - Approve Consent Agenda	Jessica
	<b>Election of Officers</b> (3m)	▸ <b>Action</b> - Elect Chair & Vice-Chair	Jim Fong
3:10p	<b>Oversight, Compliance &amp; Policies</b> (15-20m) 📄 <ul style="list-style-type: none"> <li><i>Approving New Policy:</i> Maximum Training Benefit</li> <li><i>Revising Related Existing Policies:</i> <ul style="list-style-type: none"> <li>On-the-Job Training</li> <li>Incumbent Worker Training</li> <li>Code of Conduct</li> </ul> </li> </ul>	▸ <b>Action</b> - Review and approve new draft policy delimiting total maximum training benefit an employer can receive, plus also make revisions to related policies	Jim, Sherri Emitte, Jill teVelde
3:30p	<b>Strategic Roadmap &amp; Objectives / Key Results</b> (15-20m) 📄	▸ <b>Update, Review &amp; Guidance</b> - Next steps in refining this tool to create more focus, clarity & alignment in our work	Jim & Ida Saito
3:50	<b>RWP Program &amp; Strategic Investments</b> (15-20m) <ul style="list-style-type: none"> <li>Personal Effectiveness Skills Investments               <ul style="list-style-type: none"> <li>Wings - WorkLife Success Seminar</li> <li>Wellbeing Cultural Infusion / Mindfulness</li> </ul> </li> <li>Learning Community / Predictive Analytics Pilot <i>Employment &amp; Career Paths</i></li> <li>Southern Oregon Success &amp; Co-Creative Consulting</li> <li>Workplace Stability Training / Bridges Out of Poverty</li> <li>WORKing Together Conference – Sept 25<sup>th</sup> &amp; 26<sup>th</sup></li> </ul>	▸ <b>Updates, Guidance &amp; Coordination</b> - On rollout efforts to create this new training & systems innovation capacity <u>Web Links:</u> <ul style="list-style-type: none"> <li><a href="#">Wings WorkLife Success</a></li> <li><a href="#">Evolutionary Consulting</a></li> <li><a href="#">Southern Oregon Success</a>   <a href="#">CoCreative Consulting</a></li> <li><a href="#">Workplace Stability Training</a></li> <li><a href="#">WORKing Together Conference</a></li> </ul>	Jim
4:15p	<b>RWP Executive Director Evaluation</b> (45-50-m) 📄 <b><u>Executive Session</u></b>		Jessica
	The Rogue Workforce Partnership – Corporate Directors will hold an executive session to review and evaluate the employment-related performance of the Executive Director pursuant to ORS 192.660 (2)(i).		

	<p>The following designated staff may also be in attendance at the executive session: Jim Fong, Executive Director; Sherri Emitte, Chief Finance and Administrative Officer.</p> <p>Representatives of the news media shall be allowed to attend, but are specifically directed not to report on any of the deliberations held during the executive session, except to state the general subject of the session as announced – pursuant to ORS 192.660 (4).</p>		
	<b><u>Report Out from Executive Session</u></b>		Jessica
5:00p	<b>Adjourn</b>		Jessica

 = Handout attached or will be handed-out at meeting or displayed on screen

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



MINUTES

ROGUE WORKFORCE PARTNERSHIP • CORPORATE DIRECTORS  
May 16, 2019 ♦ 37 N. Central Ave. - Board Room ♦ Medford, OR

MEMBERS PRESENT

Chair Jessica Gomez  
Vice-Chair Mike Donnelly\*  
Nikki Jones  
Commissioner Bob Strosser  
John Underwood  
Shawn Hogan

MEMBERS ABSENT

Commissioner Darin Fowler

OTHERS PRESENT

Robert Begg, Director HR Administration, Asante  
Michael S. Card, Combined Transport Trucking  
Andrew Owens, A&M Transport Trucking  
David Hopkins, TP Trucking  
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 Chair, Jessica Gomez at 3:04 P.M.  
A round of introductions were made.

2) Consent Agenda

**Shawn Hogan moved to approve the consent agenda consisting of the April 18, 2019 Rogue Workforce Partnership Corporate Director Meeting minutes. The motion was seconded by Commissioner Bob Strosser and approved unanimously.**

3) Sector Strategies

**Adding Transportation / Logistics & Construction Sectors**

Staff propose expanding the RWP's sector work to include the Transportation/Logistics and Construction sectors. This conversations kick-started late last summer, when Andy Owens or A&M Trucking connected with Jim via the Southwestern Oregon Workforce Investment Board. Andy is a member of SOWIB. Since A&M Trucking is located in Glendale which shares a labor-shed with the Rogue Valley, Andy wants to get a

Transportation sector group going in the Rogue Valley. Follow-up got delayed due to the additional grants we got from the State, but in recent months a number of preparatory meetings have taken place with Andy, Mike Card, Dave Hopkins and Mark Gibson of Siskiyou Transportation.

Mike and Andy attended a Next Generation Sector Partnership Conference in Austin, Texas in February and are ready to lead an industry sector effort using this methodology. Next Gen and John Melville is the consulting group that previously help our region kick-off the Advanced Manufacturing and IT/E-Commerce sector groups.

Andy indicated that out of the nine workforce regions in Oregon, only one other region recognizes transportation as a sector. He would like to see RWP authorize adding Transportation / Logistics as a sector for the region, as well as appointing Michael Card, Combined Transportation, to the Workforce Board.

RWP staff also recently attended a meeting with local commercial construction contractors convened by the Association of General Contractors (AGC), which had a strong focus on workforce needs. Plus we continue to work with Lance Corley (IBEW) and Drew Waits (Plumbers & Steamfitters) to build pre-apprenticeship training capacity and fill this talent pipeline with better prepared and motivated career-seekers

These two sectors fit the criteria of having above average career paths and wages, and also being critical to the vitality of our regional economy.

Members of the Corporate Directors agreed that with the numbers of current openings, as well as the future need, we need to support this sector and get behind it with capital, equipment and energy.

Jessica talked about the capacity of RWP staff to add two additional sectors to support, and wanting to make sure staff capacity wouldn't be overloaded with the work. Jim and the staff feel confident the workload is manageable, and that these sectors are priorities that we want to support.

Andy stated that the champions of this group have done most of the heavy lifting and will continue to do so; however, recognition from the board will give the credibility they need to successfully move forward.

Mike indicated that although they are just getting off the ground with this group locally, they are unsure what the need might be; but he feels that with recognition from the Workforce Board, as well as a representative from trucking joining the board, that would be a great start. "The group will follow the model of the Next Generation Sector Partnership," Mike stated. Jim added that because we have worked with this model, we already know how to do this. He said that part of the value we have contributed as a board is cross-pollenating best practices across the sectors.

The group discussed the "driverless trucks" phenomenon, and David indicated that he attended a recent conference where they indicated it would be at least 10 years before inception. Many city, county, and state laws will need to be implemented or changed to address driverless trucks; however, we will begin to see confined ports in sooner than 10 years, and technicians will be needed more and more to service and repair these new vehicles. The trucking industry expects autonomous trucks in 10 years, and driverless trucks not expected for 20-25 years.

The current cost for truck driver training is approximately \$4500 and involves about four weeks of training. The challenge is that people with less than family wage jobs cannot afford to quit their current jobs to attend training, even though it has the opportunity to move them into family wage jobs. Conversations are

being held regarding the need for non-traditional training hours, as well as stipends to assist with this challenge.

The industry is looking for a pipeline of 25-35 year olds who are looking to change their job to a family wage career. We need to outreach to those who are under-employed / ready for a career change. Jim indicated that we have recently started working with Alex Poythress of REVEIL Agency around communication strategies for all of our sectors, so these outreach efforts would be part of each sectors work, as well as an overarching regional workforce communications strategy.

RWP staff is asking for sanction from the Corporate Directors to officially expand the Rogue Valley Sectors to include transportation/logistics and construction, as well as adding representation to the full workforce board and the corporate directors.

**Commissioner Strosser moved to recommend to the full workforce board the addition of Transportation/Logistics and Construction as new sector strategies for the Rogue Valley, as well as adding representation to the full board and the corporate directors. The motion was seconded by John Underwood and was approved unanimously.**

#### 4) RWP Budget, Program & Strategic Investments

##### **Budget / Actual as of March 31, 2019**

Sherrri presented an RWP Budget/Actual spreadsheet as of March 31, 2019, and noted that comments have been added off to the side of the budget showing the interweaving of revenues coming in from the previous year.

##### **PY 2019 Budget Recommendation**

Sherrri explained that we have typically waited until the July meeting to present the proposed budget to the Corporate Directors and the Consortium, and then, subsequently, to the Workforce Board at their September meeting. This has been done because the state typically hasn't sent us enough preliminary information until about June, and even then, we don't have final numbers and have to make our best guess. Since RWP has to use their best guess anyway, it was decided to present the budget to the boards in May and June before the program year begins, and do our normal and customary budget adjustment in the fall when more solid numbers are known. Sherrri presented the proposed PY 19 budget with projected revenues and expenditures of \$4,254,835. More details of various budget line items are included in the brief that was presented.

Sherrri indicated that the Department of Labor has already notified us of a 10% decrease in Adult and DW and 4% in youth for the coming budget year, which she used when working up this budget.

Contracted Workforce Services represents amounts to be paid to just two sub-contractors, ResCare and College Dreams. An overall decrease has been budgeted of almost \$530,000 which is due to the following:

- The reduction of over \$327,000 in WIOA funds;
- The refinement in investment strategies to focus resources on new stepping stone "Upskill and Backfill" trainings and personal effectiveness skill-building for incumbent, transitioning, and emerging workers; and
- The elimination of a couple of funding sources referenced in the brief.

ResCare has also consistently under-expended prior contracted budget allocations due primarily to turnover, and resulting periods of staff vacancies.

Discussion took place about the under-expended funds, and what impact this lack of spending has on the community. Jim indicated that the under-expenditure by ResCare was primarily in personnel cost. Their staff turnover tends to be high, and unfilled position generate much of this budget under-expenditure. The impact to the community is that this available resources wasn't able to be spent on training and skill gain for workers or emerging workers. So in the coming year, we want to redeploy resources as part of a recalibrated investment strategy. RWP staff and partners have been doing work to create new training capacity in personal effectiveness competencies and social-emotional well-being, as well as rolling out new trainings such as Certified Production Technician, Mechatronics, Plant Systems Technician, and Caregiver's School of Learning.

**John Underwood moved to recommend the PY 19 budget as presented to the full Workforce Board. The motion was seconded by Shawn Hogan and approved unanimously.**

**Program / Strategic Investments & RWP Dashboard**

The group reviewed the RWP Dashboard. The numbers listed are not the same individuals throughout the process, it's a snapshot in time. However, we have the opportunity to pilot work with longitudinal data and predictive to more effectively determine the short and long-term impacts that result from our training and other investments. This pilot is just launching and will include the institutional research staff person from RCC, along with WorkSource Rogue Valley and other partners. Our hope is that in the 2-3 year timeframe it will take to reach this goal, we will lead the country in this type of work. The Corporate Directors affirmed that the refined dashboard creates a great baseline to start this work.

Some suggestions were made in regards in adding to the measurements:

- Cost per
- Number of people placed in specific sector(s)

**5) Policy Approval**

**Maximum Benefit**

Jim reported that we just received a draft policy from our attorney and will not be ready to present a proposal until a later date.

**6) RWP Strategic Roadmap & Objectives / Key Results (OKR's)**

**Status & Next Steps Discussion**

There has been a lot of time spent on this subject at the full Workforce Board, as well as individual meetings with key board members, to strategize the Mission and Vision of RWP. The OKR workgroups will meet next week, led by John Bowling, to take a deeper dive into the objectives and key results.

**7) RWP Membership**

A draft of a revised Workforce Board membership and positions list was presented to the Corporate Directors for action. The revised list indicated the following individuals for appointment and reappointment:

- |                    |                         |                                      |
|--------------------|-------------------------|--------------------------------------|
| • Michael S. Card  | Combined Transportation | New appointment                      |
| • Robert Begg      | Asante                  | New appointment ( <i>tentative</i> ) |
| • Nikki Jones      | Express Employment      | Reappointment                        |
| • Shawn Hogan      | Linx Technologies       | Reappointment                        |
| • Catherine Goslin | Rogue Valley Manor      | Reappointment                        |

- |                          |                                |                                    |
|--------------------------|--------------------------------|------------------------------------|
| • Lance Corley           | Crater Lake Electrical – JATC  | Reappointment                      |
| • Dr. Cathy Kemper-Pelle | Rogue Community College        | Reappointment                      |
| • Dr. Tom Keyser         | Oregon Institute of Technology | Reappointment                      |
| • Joe Myers              | Pacific Electrical Contractors | Reappointment ( <i>tentative</i> ) |

**A motion was made by Nikki Jones to recommend to the Rogue Valley Workforce Consortium at a meeting yet to be scheduled (after the June 6 workforce board meeting) the above slate of members. The motion was seconded by John Underwood and approved unanimously.**

8) RWP Spring Shindig Update - May 29

**Endowment Fund Allocation for Beverages**

We are less than a week away from our first annual Spring Shindig, and the plan is to provide each guest with two drink tickets for beer or wine. Since Federal funds cannot be used to pay for alcoholic beverages, RWP is requesting that the Corporate Directors approve the allocation for beverages in the amount of approximately \$1500 from the Endowment Fund. “This is a celebratory event, as well as investing in partnering and networking. We also want to give out the statewide and local workforce champion awards to support industry and education partnerships,” Jim stated.

Discussion took place both for and against the request, citing differences of opinion on whether or not this is a good practice.

Based on a “hard no” comment from one director, the topic did not move forward for a motion.

9) RWP Executive Director Evaluation

**Next Steps Discussion**

Jessica stated that per the bylaws, the board is required to evaluate the Executive Director on an annual basis. An evaluation hasn’t been done in several years and the directors need to determine a format to use to perform the evaluation. As a second option, the board may want to revise this requirement in the bylaws. A previous evaluation format was included in today’s packet for review.

The Corporate Board asked Jim Fong to prepare a one-page summary of:

- Key accomplishments and challenges over the past twelve months
- His strengths and opportunities, and
- Accomplishments he is most proud of.

They also asked that the full Workforce Board be surveyed with three questions:

- What should Jim keep doing?
- What should Jim stop doing?
- What should Jim start doing?

With this survey feedback from the Workforce Board, Jim’s summary self-evaluation, and the Executive Director job description, the Corporate Board will proceed with the evaluation process at their July meeting, and consider any appropriate compensation increase.

The Corporate Board will report out at the next Workforce Board meeting of the results of their process.

## 10) Adjourn

With no further business, the RWP Corporate Directors meeting was adjourned at 5:23 p.m.

Respectfully Submitted,

Tami Allison  
Senior Project Manager

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Approved  
Jessica Gomez, RWP Chair

Date



**TITLE: MAXIMUM TRAINING BENEFIT POLICY**

**PURPOSE**

The purpose of this policy is to ensure fair and equitable distribution of Rogue Workforce Partnership's training funds to the region's businesses.

**POLICY**

All area businesses are encouraged to utilize workforce services, such as On-The-Job Training (OJT), incumbent worker training (IWT), or customized training (CT). However, if the use of these services by specific businesses reaches a high level, the appearance of undue benefit may be created. For this reason:

- a. If a given business receives over \$50,000 in combined OJT, IWT, or CT payments in a given program year (July 1 through June 30), use of these services shall be disclosed to the full Workforce Development Board, and these services shall be discontinued for the remainder of that program year.
- b. The full Workforce Development Board may vote to make an exception based upon the expected benefit to the trainees; but in no case shall the amount received exceed \$100,000 during a given program year.

**PROCEDURES**

- a. RWP's subcontractors shall track all expenditures for OJTs, IWTs, and CTs by business name and submit this information quarterly to RWP.
- b. RWP staff will combine this information with any similar expenditures made by RWP to determine if the maximum training benefit level has been reached.
- c. If any area business reaches the maximum training benefit level, RWP staff will...

APPROVED: \_\_\_\_\_  
RWP Chair

DATE: \_\_\_\_\_





**TITLE: ON-THE-JOB TRAINING POLICY**

**Purpose**

To provide guidance for the On-the-Job Training (OJT) service activity for Title 1 Adult, and Dislocated Workers (DW) in Jackson and Josephine Counties, funded under the Workforce Innovation and Opportunity Act (WIOA), as well other funds allocated for OJT's.

**References**

Governing guidelines include WIOA 134(c)(3)(D) ii, CFR 680.700-680.710, as well as applicable state and local funding stream requirements for On-the-Job Training.

**Scope**

The purpose of an On-the-Job Training (OJT) contract is to assist businesses in training and retaining skilled, productive workers. Through the OJT contract and training plan, occupational training is provided for the participant in exchange for the reimbursement of up to 50 percent of the wages paid by the employer during the training period. OJT's may be used to help train new employees, eligible current employees and employees hired to regular permanent employment through a staffing service relationship. This policy applies to recipients, sub-recipients, and any other authorized provider of WIOA Title 1B training funds.

**Policy**

In accordance with WIOA, funds for OJT's will be used for individuals in need of on-the-job skills training in order to secure new employment, to provide additional skills training to advance in their job, or to prevent job loss. The required skills and business needs will be determined and appropriately documented on an individual basis prior to contractual agreement. The candidate's "skills gap" must be clearly articulated, including a plan for the delivery of training to the individual, as well as an evaluation process to ensure that training was delivered and a standard was met. These funds are provided as a wage reimbursement for up to 50% of the employee's wages, and are provided to the employer, or the employer's financial representative, upon completion of the training agreement.

Employers will be reimbursed at an average of \$3,500 per OJT and, at the discretion of RWP staff, in coordination with appropriate sub-recipient staff, to approve up to an average of \$5,000 for higher wage/higher skills training opportunities. The following criteria apply to the implementation of an OJT where the employment position:

- Has a wage of at least \$11.00 per hour;
- Is at least 30 work hours or more per week;
- Offers benefits to the employee. (If no medical benefits are offered, it's preferred that the job pay at least \$12.00 per hour.)
- Has a training period for no less than 4 weeks and no more than 26 weeks (or six months) and;

- Is preferred to be an in-demand industry sector or occupation that falls in the local region's sector strategies, which include Advanced Manufacturing, Information Technology, Electronic Commerce, Healthcare, or as determined to be in demand by the support of local labor market information.

OJT contracts may be written for eligible employed workers when:

- The employee is not earning a self-sufficient wage or wages comparable to or higher than wages from previous employment; or
- The OJT relates to the introduction of new technologies, introduction to new production or service procedures, upgrading to new jobs that require additional skills; workplace literacy; or
- The OJT facilitates a wage gain of at least \$1.00 per hour or more by the end of the training period or sooner, and
- Results in an upgrade to a new position with a different scope of work and title.

An exception may be granted by Rogue Workforce Partnership. Examples of exceptions might include (but are not limited to) a worker who has a disability and requires retraining, medical benefits and regular employment status are gained as a result of the training, or a layoff can be averted through retraining.

Additional preferences includes the following:

- Employer will "backfill" with a new hire for the employee's previous position through WorkSource Rogue Valley when training is complete; or
- Employer offers concurrent skill building opportunities for the employee to access; or
- Business falls within a "traded-sector" industry.

Only businesses with a history of successful training and retention of OJT employees should be used as repeat OJT sites. Employers that use OJT to subsidize short-term "revolving door" positions will be decertified as OJT sites. For the purposes of re-contracting and "pattern of failure" considerations, additional OJT agreements and/or training plans should not generally be negotiated with any business that, having had five or more previous OJT training plans:

- Does not meet an employment (retention) rate of 75%.
- Exception: When a business does not meet the employment rate of 75% for five or more trainees but agrees to a corrective action plan that addresses the identified problems, additional OJT training plans can be approved on an interim basis after the corrective action plan has received administrative approval from the Rogue Workforce Partnership. Absent an approved corrective action plan, a business that has been determined to exhibit a pattern of failure to retain trainees will be decertified as an OJT site for a limited duration of two years.
- Such corrective action decisions should take into account the circumstances of trainees who have failed to complete training or have not been retained for 90 days or longer following training. A pattern of failure determination is generally not made until at least five OJT training plans have expired. Efforts should be made to determine why trainees failed to complete.

For other discretionary grant projects that provide OJTs as a training opportunity, a different reimbursement percentage, minimum wage, and hourly wage gain requirement may be established through Rogue Workforce Partnership for the project.

Participating employers will be limited to the total benefit received within a program year as specified in RWP's Maximum Training Benefit Policy.

APPROVED : \_\_\_\_\_  
Jessica Gomez, RWP Chair

DATE: \_\_\_\_\_



**TITLE: INCUMBENT WORKER TRAINING**

**Purpose**

To provide guidance for sub-recipients of Adult and Dislocated Worker Workforce Innovation and Opportunity Act (WIOA) funds to provide Incumbent Worker Training (IWT) service activities for incumbent workers in Jackson and Josephine Counties.

**Requirements**

Per Section 134(d) (4) of the WIOA and 20 CFR 680.800, Local Workforce Development Boards may reserve and use up to 20 percent of the funds allocated to the local area for incumbent worker training programs. Governing guidelines also include federal statutes, as well as applicable state and local funding stream requirements for Incumbent Worker Training.

**References**

Workforce Innovation and Opportunity Act Section 134 (d) (4)  
20 CFR 680.800  
TEGL 19-16

**Policy**

Rogue Workforce Partnership sub-recipients may use funds for training designed to meet the special requirements of an employer (or group of employers) to retain a skilled workforce or avert the need to lay off employees. This will be accomplished by assisting workers in obtaining the skills necessary to retain employment, and conducted with a commitment by the employer to retain or avert laying off incumbent workers that are trained in order to increase the competitiveness of the employee and/or employer.

When determining eligibility, sub-recipients shall take into account:

- The characteristics of the potential participants in the program (e.g., individuals with barriers to employment);
- Whether the training improves the labor market competitiveness of the employees or both the employees and the employer; and
- Other factors the Rogue Workforce Partnership Local Workforce Development Board may consider appropriate, such as:
  - The number of employees participating in the training;
  - The wage and benefit levels of those employees at present and anticipated upon completion of the training (both pre- and post-training);
  - The existence of other training resources and advancement opportunities provided by the employer;
  - Credentials and skills gained as a result of the training;
  - Layoffs averted as a result of the training;
  - Utilization as part of a larger strategy and/or career pathway strategy; or
  - Employer size

For an employer to receive IWT funds, the individual(s) receiving training must:

- Be employed;
- Meet the Fair Labor Standards Act requirements for an employer-employee relationship; and
- Meet the employment history requirement, which includes an established employment history with the employer for 6 months or more (which may include time spent as a temporary or contract worker performing work for the employer receiving IWT funds).

There is one exception to the six month requirement: In the event that incumbent worker training is being provided to a cohort of employees, not every employee in the cohort must have an established employment history with the employer for six months or more, as long as the majority of those employees being trained meet the employment history requirement.

Whenever possible, the Rogue Workforce Partnership will work to cultivate opportunities to support employers in their efforts to develop a more competitive workforce or avert potential layoffs as part of a broader layoff aversion strategy.

Employers participating in the program carried out under this policy shall be required to pay for the non-Federal share of the cost of providing the training to incumbent workers of the employers. The Rogue Workforce Partnership shall establish the non-Federal share of such cost (taking into consideration the factors listed in the previous paragraph). The non-Federal share shall not be less than:

- 10 percent of the cost, for employers with not more than 50 employees;
- 25 percent of the cost, for employers with more than 50 employees, but not more than 100 employees; or
- 50 percent of the cost, for employers with more than 100 employees.

The calculation of the non-Federal share provided by an employer participating in the program may include the amount of the wages paid by the employer to a worker while the worker is attending a training program funded through WIOA. The employer may provide the share in cash or in-kind, and is to be fairly evaluated by Rogue Workforce Partnership. The employer's share must be reported on the quarterly ETA-9130 financial report.

Participating employers will be limited to the total benefit received within a program year as specified in RWP's Maximum Training Benefit Policy.

Preference will be given to incumbent worker trainings that fall within these categories:

- Companies who utilize the "upskill/backfill strategy," which means filling jobs vacated by workers who are moving into more advanced positions in the company with other WIOA participants;
- A training that is in an in-demand industry sector or occupation (demonstrated by labor market information) that has a substantial current or potential impact through jobs that lead to economic self-sufficiency and opportunities for advancement;
- A training that skills up individuals who work within the local region's sector strategy industries, which include Advanced Manufacturing, Information Technology, Electronic Commerce, Healthcare.

Approved: \_\_\_\_\_

Jessica Gomez, RWP Chair

Date: \_\_\_\_\_



**TITLE: CODE OF CONDUCT**

**PURPOSE**

The purpose of this policy is to protect Rogue Workforce Partnership's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

**REFERENCES**

WIOA Section 107(h) Conflict of Interest  
Oregon Revised Statutes  
Higher Education Coordinating Commission Policy 107(h) Conflict of Interest  
Internal Revenue Service Guidelines for 501(c)3 tax exemption

**POLICY**

A conflict of interest transaction or arrangement is a transaction or arrangement with this corporation in which a director or officer has a direct or indirect interest.

1. A director or officer has a direct conflict of interest in any transaction or arrangement if the director or officer or a member of the director's or officer's family has a financial interest in the transaction or arrangement.
2. A director or officer has an indirect interest in any transaction or arrangement if that director or officer or a family member:
  - a. Has a financial interest or potential financial interest in any entity or individual involved in the transaction or agreement;
  - b. Has a compensation arrangement with any entity or individual with which this corporation has a transaction or arrangement; or
  - c. Is a director, officer, or trustee of a profit or nonprofit entity involved in the transaction or arrangement and the transaction or arrangement is of such important that it is or should be considered by the board of that entity.
3. Members of Local Workforce Development Boards (LWDBs), standing committees or workgroups, etc. may not
  - a. Vote on a matter under consideration by the local board
    - i. Regarding the procurement or provision of services by such member, or by an entity that such member represents or is affiliated with; or
    - ii. That would provide direct or perceived financial benefit to such member or the immediate family of such member; or
  - b. Engage in any other activity determined by the Governor to constitute a conflict of interest. Other activities include, but are not limited to:
    - i. Soliciting or accepting gratuities, favors, or anything of monetary value from awardees, potential awardees, or other parties to agreements; or
    - ii. Vote on, or contribute to, any part of an evaluation process (developing criteria, scoring, reviewing, or submitting a response) regarding any procurement matter

under consideration by the local board in which they, or an entity they are affiliated with, have a conflict of interest.

4. All businesses, including businesses owned by or employing Workforce Development Board members, are encouraged to utilize workforce services, such as On-The-Job Training (OJT), incumbent worker training (IWT), or customized training (CT). However, if the use of these services by specific businesses reaches a high level, the appearance of undue benefit may be created. For this reason:
  - a. If a given business, which is owned by or employees a Board Member, receives more than the amount listed in the Maximum Training Benefit Policy in combined OJT, IWT, or CT payments in a given program year (July 1 through June 30), use of these services shall be disclosed to the full Workforce Development Board, and these services shall be discontinued for the remainder of that program year.
  - b. The full Workforce Development Board may vote to make an exception based upon the expected benefit to the trainees; but in no case shall the amount received exceed the exception amount in the Maximum Training Benefit Policy; and
  - c. No Board Member shall vote on or participate in a Workforce Development Board decision which directly affects their business or employer.

## PROCEDURES

1. Duty to Disclose. In connection with any actual or possible conflict of interest, the director/officer must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
2. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested director/officer, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.
3. Procedures for Addressing the Conflict of Interest.
  - a. The interested director/officer may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
  - b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
  - c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
  - d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Code of Conduct Policy.

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate corrective action.

5. Records of Proceedings. The minutes of the governing board and all committees with board-delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

6. Periodic Reviews. To ensure the Organization operates in a manner consistent with its purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.
- b. When conducting the periodic reviews, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

7. Annual Statements. Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the Code of Conduct policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and, in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

8. Confidentiality. Board members are reminded that confidential financial, personnel and other matters concerning the organization, donors, staff or clients/consumers may be included in board materials or discussed from time to time. Board members should not disclose such

confidential information to anyone.

**9. Active Participation.** Board members are expected to exercise the duties and responsibilities of their positions with integrity, collegiality, and care. This includes:

- a. Making attendance at all meetings of the board a high priority.
- b. Being prepared to discuss the issues and business on the agenda, and having read all background material relevant to the topics at hand.
- c. Cooperating with and respecting the opinions of fellow Board members, and leaving personal prejudices out of all board discussions, as well as supporting actions of the Board even when the Board member personally did not support the action taken.
- d. Putting the interests of the organization above personal interests.
- e. Representing the organization in a positive and supportive manner at all times and in all places.
- f. Showing respect and courteous conduct in all board and committee meetings.
- g. Refraining from intruding on administrative issues that are the responsibility of management, except to monitor the results and ensure that procedures are consistent with board policy.
- h. Observing established lines of communication and directing requests for information or assistance to the executive director.

APPROVED: \_\_\_\_\_  
RWP Chair

DATE: \_\_\_\_\_

**ROGUE WORKFORCE PARTNERSHIP  
CODE OF CONDUCT  
ANNUAL STATEMENT**

I, \_\_\_\_\_, recognizing the important responsibility I am undertaking in serving as a member/officer of the Rogue Workforce Partnership Workforce Development Board, hereby pledge to carry out in a trustworthy and diligent manner the duties and obligations associated with my role as a member/officer and abide by this Code of Conduct. I understand that failure to abide by this Code of Conduct may result in my removal as a member/officer, pursuant to the requirements and processes provided in the organization's governing documents.

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Signature

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Date



# ROGUE WORKFORCE PARTNERSHIP

## Mission

**Create a demand-driven system that aligns the skills of workers with the needs of employers while improving career pathway accessibility.**

## Vision

**A strong regional economy and prosperous community fueled by skilled workers, quality jobs and thriving businesses.**



# Objectives

## Option A

### Objective 1

**All targeted sectors have robust demand-driven action plans**

### Objective 2

**Workforce skills training and throughput meet the demands of each industry sector**

### Objective 3

**Develop effective communication and data reporting infrastructure**

### Objective 4

**Emerging, transitioning & current workers have access to the education, training and supports that lead to employment and career pathways that reduce economic disparity gaps**

# Objectives & Key Results

## Objective 1

**All targeted sectors have robust demand-driven action plans**

### Key Results *(Draft Examples)*

- Each established sector has an updated Action Plan in place by *(date)*
- Transportation / Logistics & Construction are convened & Action Plans developed by *(date)*
- Each sector develops a strategy & processes to continually identify its high-demand for skills training needs by *(date)*
- Each sector develops & implements a communication plan by *(date)*
- RWP staff develops cross-sector communications plan template, toolkit and websites in place to support sector efforts by *(date)*



# Objectives & Key Results

## Objective 2

# Workforce skills training and throughput meet the demands of each industry sector

### Key Results *(Draft Examples)*

- K-12 system is aligned, measured by X# or % of students completing training to meet targeted industry demands by *(date)*
- Public Workforce system is aligned, measured by X# or % of customers completing training to meet targeted industry demands by *(date)*
- Southern Oregon Higher Education Consortium is aligned, measured by X# or % of students graduating to meet targeted industry demand by *(date)*
- PowerUp Academy training for current workers is aligned, measured by X# or % of trainees completing training to meet targeted industry demand by *(date)*

# Objectives & Key Results

## Objective 3

### Develop effective communication and data reporting infrastructure

#### Key Results *(Draft Examples)*

- RWP staff develops communications plan toolkit to support RWP members and industry sector efforts by (date)
- RWP staff convenes workforce and education system partners to build data analytic capacity and customer typologies by (date)

# Objectives & Key Results

## Objective 4

**Expand career pathway accessibility by developing and supporting programs that address economic disparity**

## Key Results *(Draft Examples)*

- **Develop a regional employer-led initiative for companies to help employees deal with poverty-related issues that can impact employment**
- **Implement initiative in x# of businesses by xxx (date)**