Rogue Workforce Partnership ~ Corporate Directors Meeting Agenda

ROGUE WORKFORCE PARTNERSHIP

Thursday August 15, 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/189500705. Select your audio preference: **1) Use telephone +1-669-900-6833; Access Code 189-900-705.** 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	**Call to Order** *(2m)* • Welcome & Introductions		Jessica Gomez
	Consent Agenda *(3m)* • July 18, 2019 - Corporate Directors Meeting Minutes 🗎 • Travel Policy Revision 🗎 • Executive Director Evaluation Procedure 🗎	‣ ***Action*** - Approve Consent Agenda	Jessica
3:05p	**RWP Budget & Investments** *(10-15m)* • Endowment Fund Investments 🗎 • Revenue Update	‣ ***Info Update & Discussion*** ‣ ***Info Update***	Sherri Emitte, Jennifer Davis Sherri
3:20p	**Legislative & Policy Alignment** *(15-20m)* • Plant Electricians – *cross-regional, statewide initiative* • Hilltop Public Solutions & Other Legislative Advocacy 🗎	‣ ***Info Update*** ‣ ***Discussion & Next Steps*** **-** on how we should best handle these requests & body of work	Jim Fong
3:40p	**Strategic Roadmap / Objectives & Key Results** *(15-20m)* • Communications Infrastructure & Toolkit • Workplace Stability / Bridges out of Poverty 🗎 • Medical Assistant Apprenticeship Update	‣ ***Info Update & Guidance*** - on next action steps in these action / implementation efforts - https://www.ahaprocess.com/workshop/workplacestability/	Jim Jim & Ida Saito Jim & Ida
4:00p	**RWP Executive Director Evaluation** *(45-60-m)* **Executive Session** 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). The following designated staff may also be in attendance at the executive session: Jim Fong, Executive Director; Sherri Emitte, Chief Finance and Administrative Officer. 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).		Jessica
	Report-Out from Executive Session • Executive Director Compensation	‣ ***Action*** - Approve recommended action	Jessica
5:00p	**Adjourn**		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
July 18, 2019 ◆ 37 N. Central Ave. - Board Room ◆ Medford, OR

MEMBERS PRESENT
Chair Jessica Gomez
Vice-Chair Mike Donnelly
Commissioner Darin Fowler
Commissioner Bob Strossser
John Underwood
Shawn Hogan

MEMBERS ABSENT
Nikki Jones
Robert Begg

OTHERS PRESENT
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 3:00 P.M.
A round of introductions were made.

2) Consent Agenda

Mike Donnelly moved to approve the consent agenda consisting of the May 16, 2019 Rogue Workforce Partnership Corporate Director Meeting minutes. The motion was seconded by John Underwood. The motion passed with Commissioner Fowler abstaining from the vote.

3) Election of Officers

Jim indicated that the election of officers has been both on and off cycle with fiscal and calendar year and in order to get back in rhythm with our bylaws, we need to elect new officers at the first meeting of the new fiscal year. Both Jessica and Mike have indicated their willingness to serve again, if nominated.

Commissioner Fowler moved to nominate and elect Jessica Gomez as Chair and Mike Donnelly as the Vice-Chair of the Rogue Workforce Partnership Corporate Directors. The motion was seconded by John Underwood and was approved unanimously.

4) Oversight, Compliance and Policies

New Policy

Maximum Training Benefit

This policy was created to ensure fair and equitable distribution of Rogue Workforce Partnership's training funds to the region's businesses.

Sherri noted that records over the last four years have indicated that there was really no workforce board members that exceeded the $50,000 amount that is in this policy. Sherri also noted that we will revisit the amount in the future and adjust if needed.

Procedures were removed from the policy.

Related Existing Policies

On-the-Job Training

The revision to this policy consisted of the addition of the sentence; *"Participating employers will be limited to the total benefit received within a program year as specified in RWP's Maximum Training Benefit Policy."*

Incumbent Worker Training

The revision to this policy consisted of the addition of the sentence; *"Participating employers will be limited to the total benefit received within a program year as specified in RWP's Maximum Training Benefit Policy."*

Code of Conduct

The revision to this policy consisted of the following:

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 employs 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 the 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.*

Jim added that these policies are meant as "do not exceed" policies that include an exception process. The $50,000 might be high based on the historical information that Sherri shared; however, the number can be revisited as needed.

The Corporate Directors discussed and agreed that if any area business reaches the maximum training benefit level, the situation will be brought to the Workforce Board for discussion.

Mike Donnelly moved to approve all the policies as presented. The motion was seconded by Commissioner Strosser. Discussion took place regarding the code of conduct acknowledgment page and it was determined that Tami will send this out now and yearly to all board members. No more discussion took place and the motion was approved unanimously.

5) Strategic Roadmap and Objectives / Key Results

As follow-up work after the extended discussion on this topic at the June 6th Workforce Board meeting, Jim, Ida and John Bowling took all the input and crafted a next draft version of the mission statement and objectives. This incorporates the key concept and distilled verbiage of “improving career pathway accessibility.” This team also did work to refine some draft key objective statements as a next step in moving this work forward..

Jim and Ida presented this updated work to the Corporate Directors. They walked through the updated draft verbiage and elicited feedback from members. Based on these inputs, additional rough edits were made in real time during the meeting.

As next steps, staff will craft-up and refine a next iteration version of this work based on today’s input. The plan is to then present this to the full Workforce Board at their next meeting in the fall. We’ll ask John to help present this work, and also help facilitate us getting to next steps and efficient closure to this foundation-setting phase of this work.

6) RWP Program and Strategic Investments

Personal Effectiveness Skills Investments

Jim updated the Corporate Directors on the recent inaugural 2-day Wings Work/Life Success seminar in July that RWP is partnering with LaClinica to deploy. This was the first of four session we’ll be spearheading for this program year. The overarching goal in this investment strategy is to provide resources and applied learning experiences that can help all incumbent, transitioning and emerging workers to develop their personal effectiveness or soft skills. These skills are something employers continually seek in their employees, yet have a hard time finding.

This first seminar was well attended, with 55 total participants. Approximately 9 to 10 staff from WorkSource Rogue Valley attended, as did available staff from RWP. The feedback to date has been very positive, especially with regards to the second day in which lots of applied learning skills were exercised in small group breakouts. Feedback from this first session will be used to further refine this training offering, as we continue to explore new ways to address these foundational skill development needs.

RWP will also investing in other foundational skills training capacity in the coming year. We’re contracting with Evolutionary Consulting to provide Mindful Leadership training to our extended Local Leadership Team partners (OED, ResCare, DHS, RCC, SOGI), and also other staff development training and coaching in related topics. The ultimate goal is to grow the capacity of these partner staff to provide a new array of trainings and services that can significantly help job/career seekers to improve in these foundational personal effectiveness skills.

Learning Community / Predictive Analytics Pilot – Employment and Career Paths

RWP staff has convened this sub-group to focus on applying these analytic tools with regional partners and programs focused on improving Employment and Career Path outcomes for their targeted populations. The first meeting was held with the group this morning. A second meeting is being convened in August.

Based on previous rollouts in other disciplines, we anticipate a 12 to 18 month learning curve in being able to apply these tools to significantly impact program performance with targeted populations.

Southern Oregon Success and Co-Creative Consulting

Jim introduced Co-Creative Consulting, indicating that they are currently working on community-wide initiatives in Del Norte County and have recently worked with Southern Oregon Success. Co-Creative Consulting works across a range of issues and sectors to develop powerful solutions to complex societal changes using creative, design-driven engagements. They are a consultancy practice that incorporates systems thinking, Lean (continuous process improvement) and human-centered design.

Jim also reported that Southern Oregon Success appears finally ready to cross over into a much more substantive phase in its community-wide work. New key leader events are being planned in partnership with Co-Creative Consulting that will focus on real-time community problem solving. Given RWP's recent work on mission and OKRs, there could be real value in RWP members participating in these events.

There will be a general invitation sent to the Workforce Board to attend these Southern Oregon Success in the future.

Workplace Stability Training / Bridges Out of Poverty

Bridges out of Poverty provides a community support program with a comprehensive approach and concrete tools for reducing poverty in communities. Jim noted that this was first introduced by Asante's former Chief People Officer, Paul Macuga. RWP staff is in the midst of finding out more about these offerings and will then explore employer interest in bringing this program to our community.

WORKing Together Conference – September 25th and 26th

This is the 2nd annual conference hosted by Oregon's statewide association of Local Workforce Boards – the Oregon Workforce Partnership. RWP is a member. Last year's inaugural conference was a great success with over 300 participants. Many cross-sector partners from our region attended. An invitation with registration information will be sent out in the very near future to all RWP members, as well as our extended mailing list of partners from business/industry, education, labor, workforce and community partners.

7) Executive Session

Pursuant to ORS 192.660 (2)(i), the Rogue Workforce Partnership Corporate Directors entered into Executive Session for the purpose of reviewing and evaluating the employment-related performance of the Executive Director.

The Rogue Workforce Partnership Corporate Directors came out of Executive Session at 5:00 p.m. Jessica reported that they will be compiling the feedback into a formal review report, and will be meeting in Executive Session again at the subsequent Corporate Director's meeting in August to review with Jim their final report. After they adjourn that Executive Session at this next meeting, they expect to make a recommendation regarding the Executive Director's salary.

8) Adjourn

With no further business, the RWP Corporate Directors meeting was adjourned at 5:00 p.m.

Respectfully Submitted,

Tami Allison
Senior Project Manager

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Approved Date
Jessica Gomez, RWP Chai

ROGUE WORKFORCE PARTNERSHIP

Growing Skills - Building Careers - Boosting the Economy

DATE: August 7, 2019

TO: Rogue Valley Corporate Directors

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: Revision to the Travel and Expense Reimbursement Policy

When we brought to the Corporate Directors earlier this calendar year a revised Travel and Expense Reimbursement Policy, it was noted by John Underwood that we didn't have any mention of a policy for how travel time for nonexempt employees would be handled. At my request, John provided some language that was modeled from the policy used at Timber Products. I used that language to add a section entitled "Travel Time for Nonexempt Employees" to our existing policy (the added section may be found on page two of the attached).

Staff would request that the Corporate Directors approve the attached revised policy.

ROGUE WORKFORCE PARTNERSHIP	**Administrative / Fiscal Policy** ■ **Standard Operating Procedure** ☐ **Effective Date: July 1, 2019** ☐ **New** ■ **Revised**
TRAVEL AND EXPENSE REIMBURSEMENT	

PURPOSE

The policy clarifies allowable travel and business expenses and the process for reporting credit card expenditures, and applying for reimbursement.

POLICY

A Rogue Workforce Partnership (RWP) business credit card should be used whenever possible to cover travel and other business-related expenses. In instances when this is not a viable option, personal resources may be used and a Reimbursement Request form (Attachment A) submitted for reimbursement. Prior approval must be received for reimbursement to be allowed (with the exception of mileage).

The traveler is responsible for complying with the Travel and Expense Reimbursement policy at a reasonable level of service and comfort at the lowest possible cost. Travelers must submit any approved Credit Card Expenditure form (Attachment B) or Reimbursement Request form, along with the appropriate receipt(s) and meeting/event documentation/agenda and attendance at meeting (if appropriate), within 10 days following the completion of the trip or incurring the expense.

MILEAGE

Local travel for official purposes is reimbursable, and shall begin and end at the assigned work location. Travel must be the most direct route. Travel from an employee's home to and from the employee's assigned work location is not reimbursable.

Because business travel will require the use of the employee's personal vehicle, personal auto insurance of at least the minimum amount required by the State of Oregon will be required. A copy of the coverage summary page of your auto insurance policy, as well as a copy of your driver's license, must be provided to the Accounting Specialist for the file.

The request for mileage reimbursement will be submitted monthly with the monthly timesheet.

Mileage is reimbursed at the federally approved rate, which may be found at https://www.irs.gov/tax-professionals/standard-milege-rates/. For longer trips (farther than 150-200 miles), employees have the option of either using a rental car or their own personal vehicle. Before this decision is made, the Accounting Specialist will complete an "Assessment of Driving a Personal Car vs Rental Car" (Attachment C) in order to determine the maximum that will be reimbursed.

Since RWP has the appropriate insurance coverage for hired vehicles driven on company business, no reimbursement will be provided for any additional insurance through the rental car company.

TRAVEL TIME FOR NONEXEMPT EMPLOYEES

Occasionally nonexempt employees may be required to travel for business reasons. If a nonexempt employee who usually works at one location is required to report for duty to an alternate location over 30 miles away, all travel time will be compensated at the employee's regular rate of pay, including overtime, if applicable.

If a nonexempt employee is required to travel on an overnight trip for business, all travel time will be compensated at the employee's regular rate of pay, including overtime, if applicable. Payment will be made even if the travel occurs on a weekend.

For air travel, paid time starts at the time the employee arrives at the departing airport until they arrive at the destination hotel. Paid time also starts when the employee leaves the departing hotel until they arrive at the home airport. Time spent working outside of this travel time on the travel day will be compensated at the employee's regular rate of pay, including overtime, if applicable.

While travelling, meals with a business purpose, such as business planning and strategy, are considered compensable time. Meals with a business client that do not have a business purpose are not considered compensable time.

MEALS

The cost of meals will be reimbursed according to the following guidelines. An individual is considered on "travel status" from the time they start from, and return to, their assigned work location.

- Breakfast – Staff must be on travel status for two hours or more before the beginning of their scheduled shift to receive reimbursement for breakfast.
- Lunch – No reimbursement is provided for lunch during non-overnight travel unless the employee is attending an official business meeting, the meal is an agenda item that is not included in the fee, and the cost and choice of having the meal were beyond the control of the employee.
- Dinner – Staff must be on travel status for two hours or more beyond the end of their scheduled work shift to receive reimbursement for dinner.

The maximum amount that will be reimbursed per meal is determined by the maximum allowed per meal and by location in the federal per diem allowance chart found at https://www.gsa.gov/portal/content/104877.

Both the detailed receipt listing items ordered, as well as the credit card receipt including tip, must be submitted with the Credit Card Expenditure or Reimbursement Request form. The cost for any alcoholic beverage and prorated tip must be deducted from the total cost.

LODGING

The maximum amount that will be reimbursed for lodging is determined by the maximum allowed by location in the federal per diem allowance chart found at https://www.gsa.gov/portal/content/104877.

A detailed receipt must be submitted with the Credit Card Expenditure or Reimbursement Request form. The cost of any alcoholic beverage or personal expenses (such as cable fees, internet costs, or pay-per-view, etc.) must be deducted from the total cost.

Lodging may be arranged and paid for by the Senior Projects Manager, if the employee desires.

A non-commercial lodging per diem may be used to reimburse travelers using their personal travel trailer, motor home, tent, time-share, second home, or staying with friends or family, as long as it results in an economic benefit for RWP. Whether for short- or long-term travel, within or outside of Oregon, the daily per diem for all non-commercial lodging is $25. It is intended that the non-commercial lodging per diem apply for any overnight stay away from home that does not take place in a commercial lodging establishment and which is provided by the employee. Even though an enterprise may have the appearance of a commercial lodging establishment (for example, an RV campground), the facilities are still reimbursed at a daily rate of $25.

AIRLINE TRAVEL

If airline travel is required, all staff will fly coach class unless the difference is paid with the traveler's personal funds. Fees incurred for baggage that would be appropriate for the length of stay will be reimbursable.

Airline and conference fees may be arranged and paid for by the Senior Projects Manager, if the employee desires.

NON-REIMBURSABLE EXPENSES

Expense items not reimbursable under this policy:

- Parking tickets or other fines
- Alcoholic beverages
- Delinquency fees / finance charges for personal credit cards
- Excess baggage charges

- Expenses for travel incurred by companions / family members
- Expenses related to vacation or personal days while on a business trip
- Loss / Theft of personal funds or property / Lost baggage
- Avoidable “No-Show” charges for hotel or car service
- Non-compulsory insurance coverage
- Rental car upgrades
- Mini-bar charges

This is not an exhaustive list. If there is any question about whether or not a particular item is reimbursable, the final decision shall be made by the Executive Director.

Approved by:______________________________   **Date:___________________________________**

ROGUE WORKFORCE PARTNERSHIP

Program Policy ☐
Standard Operating Procedure ■
Effective Date: July 1, 2019
■ **New** ☐ **Revised**

EXECUTIVE DIRECTOR ANNUAL EVALUATION

PURPOSE

The Bylaws of the Rogue Workforce Partnership state that the Corporate Directors will perform an annual evaluation of the Executive Director (ED). This procedure lays out the process used for this requirement.

PROCEDURE

Near the end of the program year, the following process will occur:

1. The Executive Director will produce a self-evaluation consisting of the following:
   a. Key challenges over the past twelve months
   b. Key accomplishments over the past twelve months
   c. Strengths
   d. Opportunities
   e. Accomplishments most proud of

2. The Corporate Directors will appoint a member to issue an electronic survey to all Workforce Board members asking the following questions:
   a. What should [name] stop doing as Executive Director of RWP?
   b. What should [name] start doing as Executive Director of RWP?
   c. What should [name] continue doing as Executive Director of RWP?

3. The Chief Finance and Administrative Officer (CFAO) will acquire and compile salary information for the Executive Directors from the other Workforce Boards around the state, as well as each region's WIOA allocations.

4. The CFAO will compile the ED's salary history.

5. The reports generated from steps 1 – 4 above will be compiled by the CFAO and distributed to the Corporate Directors in an Executive Session[1] placed on the agenda in the first Corporate Director's meeting (with a quorum) after July 1 of each year.

[1] Pursuant to ORS 192.660 https://www.oregonlaws.org/ors/192.660

6. During the scheduled Executive Session, the Corporate Directors will meet privately to consider and discuss all of the information provided. They will then ask the Executive Director to join them to deliver their evaluation and feedback. They may also request that the CFAO join their meeting to review or discuss the salary information submitted. This Executive Session may take place over one or two Corporate Director meetings, as needed.

7. Oregon Public Meetings Law requires that "…(the evaluation) does not allow discussion of an officer's salary to be conducted in executive session in connection with the job performance evaluation of that officer." Therefore, if the Corporate Directors decide to adjust the ED's salary, that subject will be placed on the public portion of the agenda in the subsequent Corporate Director's meeting, at which time discussion on the matter will take place, and any decision will be voted on by the members of the Corporate Directors.

APPROVED:____________________________________ DATE:_________________
Chair

ROGUE WORKFORCE PARTNERSHIP

Growing Skills - Building Careers - Boosting the Economy

DATE: August 7, 2019

TO: Rogue Workforce Partnership Corporate Directors

FROM: Sherri Emitte, Chief Finance and Administrative Officer

SUBJECT: Executive Director Annual Evaluation Procedure

During the ongoing Executive Director evaluation, the Corporate Directors laid out a very efficient and useful process with which to gather all pertinent information. Jessica requested that we record this process into an actual procedure that may be used in subsequent years. That procedure is attached.

Staff would request that the Corporate Directors approve the attached procedures.

37 N. Central Avenue, Medford, OR 97501
www.rogueworkforce.org

Tami Allison

Subject: FW: Connect Americans Now Coalition

From: Lindsay Huddleston [mailto:lhuddleston@hilltoppublicsolutions.com]
Sent: Friday, October 26, 2018 10:34 AM
To: Jim Fong <JimF@rogueworkforce.org>
Subject: Connect Americans Now Coalition

Hi Jim,

I just wanted to reach out and follow up on my email Heather Ficht at EC Works forwarded on to you regarding joining the Connect Americans Now Coalition. You can read more on the coalition's website or please feel free to contact me with any questions.

We currently have well over 100 members here in Oregon and it would be wonderful if Rogue Workforce Partnership could also join the coalition and send a letter on its behalf (if you are able to send a letter, I'm happy to write up a draft of it for you).

Thank you for your time and I look forward to hearing from you.

--
Lindsay Huddleston
Hilltop Public Solutions
(256) 874-4838

CONNECT AMERICANS NOW

MENU ≡

Today, 34 million Americans lack an affordable and reliable broadband connection. Of these, 19.4 million live in rural areas. This digital divide means they are unable to take advantage of economic, health and educational opportunities that exist in other connected communities.

It's time to eliminate the rural digital divide – and we can do it by utilizing a model that includes fiber-based, satellite and wireless technologies, leveraging a range of frequencies including TV white spaces. By adopting a solution that brings a wide array of stakeholders to the table, we can connect millions of Americans in a cost-effective manner.

CAN - Garrett County

Tami Allison

Subject: FW: Help Modernize Transportation and Shipping Infrastructure
Attachments: AMT Polling Data Infographic .pdf; AMT Factsheet on states where Twin 33 trailers are already allowed.pdf; National Shippers Strategic Transportation Council, AMT member Op-Ed on Twin 33s.pdf

From: Lindsay Huddleston [mailto:lhuddleston@hilltoppublicsolutions.com]
Sent: Wednesday, April 17, 2019 2:43 PM
To: Jim Fong <JimF@rogueworkforce.org>
Subject: Help Modernize Transportation and Shipping Infrastructure

Jim

My name is Lindsay Huddleston and I am working here in Oregon with Americans for Modern Transportation, to support smart federal policies that will improve the efficiency of our transportation system which is essential to the delivery of products and consumer goods to businesses and consumers across the country.

There is one simple policy that Congress can undertake at zero cost. This policy, which will reduce congestion, get trucks off of roads, and reduce CO2 emissions, is an update to the national twin trailer standard from 28 feet to 33 feet. Twin 33s can only operate in 20 states including Oregon and we need them to access the national highway network. **We hope you will work with us to encourage Congressman Peter DeFazio, who is Chairman of the House Transportation and Infrastructure Committee, to support this commonsense adjustment.**

A 1982 government policy restricted twin truck trailers used on the U.S. National Highway Network to 28 feet in length. Tractor- trailers and their cargo are also limited to 80,000 pounds total weight.

The American transportation and marketplace systems have changed dramatically since those length restrictions were implemented 36 years ago. The continuing growth of e-commerce is demanding a shift in transportation strategy and equipment. E-commerce produces a large amount of smaller shipments destined for consumers located everywhere and twin-33s are designed specifically to support this rapidly expanding freight transport sector.

Twin 28s limit the capacity of each vehicle and require more vehicles to carry the country's freight. Therefore, a 5-foot maximum length increase from 28 feet to 33 feet would could reduce truck trips by 18%. Aligning federal policy on twin 33's with Oregon's will bring immediate and meaningful national benefits at no taxpayer costs. Including:

- **Reduced Congestion** – Twin 33' trailers would mean fewer trucks on roads and 53.2 million hours saved due to less congestion
- **Environmental Gains** – The efficiency gains from the adoption of twin 33' trailers would equate to 255 million fewer gallons of fuel and 2.9 million fewer tons of CO2 emissions.

U.S. freight volumes are projected to grow 40 percent over the next 30 years as the population grows and e-commerce expands and a majority of that freight will move via truck. Congestion and delay are serious contributors to transportation emissions. Twin 33s are an immediate step we can take to reduce congestion, reduce emissions and reduce truck density on our roads.

TAKE ACTION
I'm hoping to work with Rogue Workforce Partnership to reach out to Congressman DeFazio to encourage him to lead the charge to allow twin 33s in all fifty states as part of his ongoing efforts to update our transportation infrastructure. There are a few different ways you can help:

- Write a letter or email to the DeFazio Office
- Call the DeFazio Office
- Meet with Congressman DeFazio in person

I will be happy to put together a draft letter or draft talking points for you and to provide you with all the necessary contact information so engagement is quick and easy. We are trying to move quickly so please do let me know if you have any questions and if you are able to help. I have attached a couple of documents for further reference.

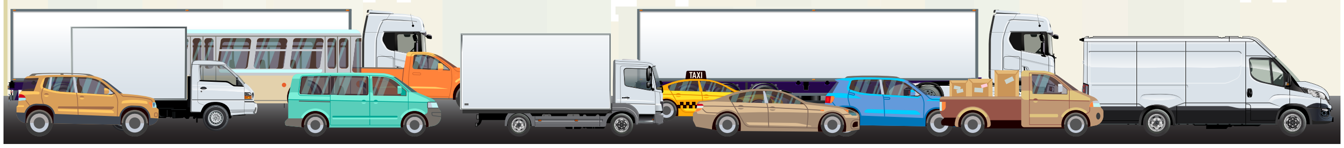
Thank you so much for your consideration and I look forward to hearing from you soon.

--
Lindsay Huddleston
Hilltop Public Solutions
(256) 874-4838 (cell)

AMERICANS FOR MODERN TRANSPORTATION

78%

of Americans agree that Congress should look at all means to reduce road congestion



Over Half

of Americans agree that there should be policy changes to reduce the overall number of trucks on the road

Nearly 2 out of 3

Americans support modernizing regulations to encourage more private sector spending to reduce congestion and improve movement of goods

WE HAVE THE ANSWER

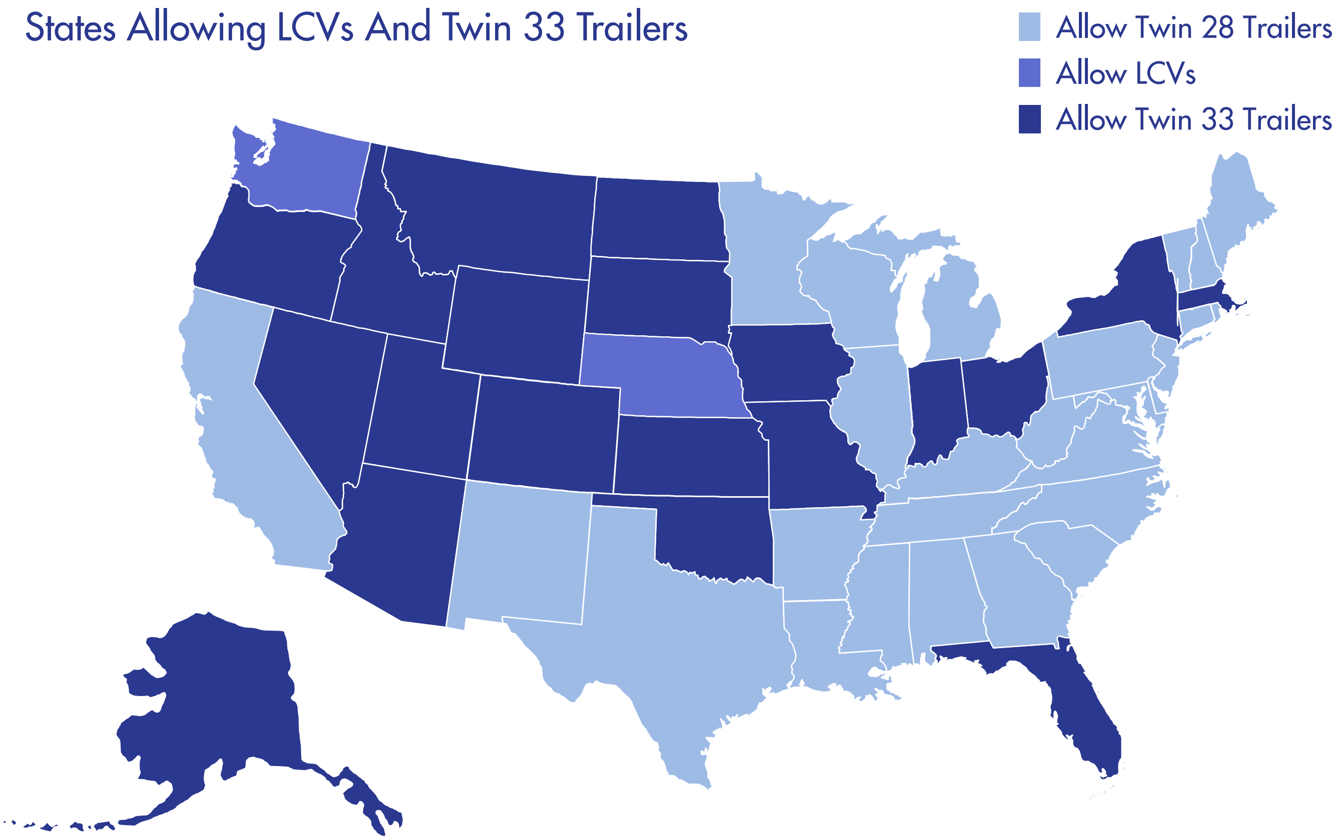
Shifting from twin 28s to twin 33s must be part of the solution to modernizing our nation's infrastructure systems. By allowing for this modest extension, freight can be moved with 18% fewer truck trips and result in 3.1 billion fewer truck miles every year on our nation's crowded roads. Common sense capacity gains like this will save both time and money for travelers and consumers.

Morning Consult National Tracking Poll: Project 180116 • N Size: 1995 Registered Voters • Margin of Error: +2% • January 23-25, 2018

AMERICANS FOR MODERN TRANSPORTATION

States allowing long combination vehicles (LCVs) and Twin 33s trailers are already making strides towards improved roadway safety, enhanced environmental sustainability, and more productive interstate commerce.

States Allowing LCVs And Twin 33 Trailers



LCVs already safely operate in 22 states, 20 of which allow operation of twin 33 trailers. Federal law permits the operation of twin 28 trailers.

America needs widespread adoption of more productive and efficient trucking equipment. All states should reap the benefits of a safe, sustainable, and reliable interstate commerce system.

Source: Federal Highway Administration

[IS] OPINIONS
Politics (http://www.insidesources.com/category/politics/)

More Than Ever, Twin 33s Should Roll in All 50 States

Posted to Politics (http://www.insidesources.com/category/politics/) May 21, 2018 by Gail Rutkowski (http://www.insidesources.com/author/rutkowski/)

We're in the midst of a revolution in moving people as well as goods. With just a few clicks, whatever we want or need shows up on our doorsteps, often within a day or two. Our cars are smarter and becoming self-driving. For short trips in many cities, we can jump on bikes and scooters we see on the sidewalks and then rely on our phones to do the rest. Technology is also transforming trucking, which of course, undergirds the whole domestic shipping supply chain.

Over the next 30 years, the tonnage of goods transported around the country is projected (https://www.logisticsmgmt.com/article/modernizing_americas_shipping_system_from_one_click_buy_to_one_click_ship) to grow 40 percent and the value of those goods could nearly double. As technology creates more precision and efficiency in shipping goods, the trucks themselves need to keep up. Trucks move (http://vator.tv/news/2018-01-04-the-future-of-trucking-shipping-and-logistics) 70 percent of domestic cargo. We need to make sure truck configurations not only track with changes in supply chain logistics and technology but also infrastructure and environmental challenges that come with a growing population.

That is where Twin 33s enter the picture. Twin 33s are tandem trailers of 33 feet in length each. Twin 28s have become a common sight, as they are currently allowed the national highway network. Some states permit goods to be transported in Triple 28s, and others even permit Twin 53s on their roadways. Twin 33s, however, can only operate in 20 states. We need to allow them in all 50 states.

To be sure, population density, topography and other factors enter into decisions about what truck configurations are suitable in individual states. However, when it comes to Twin 33s versus Twin 28s, there is a distinction without a difference. Having Twin 33s transport goods in all 50 states makes a lot of sense for several reasons.

One is efficiency. As the country's population grows, the demand for goods will grow. With today's demands for customized and faster delivery, shippers need flexibility. While Twin 33s are particularly important (https://www.logisticsmgmt.com/article/ftr_report_makes_the_case_for_twin_33_foot_trailers_in_the_ltl_sector) for less-than-truckload (LTL) carriers and parcel operators, the use of these trucks nationwide would be an important and positive development for the entire shipping and transportation system. The extra five feet in trailers helps shippers load trucks for additional deliveries on single trips. More efficiency means lower costs for consumers at the end of the line. Plus, with more efficiency, there is less fuel consumption. It is estimated that the nationwide use of Twin 33s could reduce fuel consumption by some 204 million gallons a year. And with less fuel consumption, there will less carbon going into the atmosphere.

Another reason is infrastructure. The nation's roads and bridge have a lot of problems. The congestion and delays this causes can be very expensive. The widespread use of Twin 33s would alleviate some of that strain on roads and bridges. In fact, within the segment of the industry using twin configurations, the national usage of Twin 33's could reduce the number of tractor-trailer rigs on the road by 18 percent. If there was ever a time to reduce the burden and congestion on our roads, it is now.

With President Trump's call for $1 trillion in infrastructure investments in the coming years and broad bipartisan support for this endeavor, we could see many needed projects finally get under way. As our interstates improve over time, Twin 33s will be integral to more efficient and environmentally-friendly transport of goods. Both now and in the future, fewer trucks on the road will mean less strain on highway surfaces, and safer, less congested travel for everyone.

Indeed, safety is the other compelling reason to enable the use of Twin 33s in all 50 states. While the prospect of larger trucks could prompt concerns about safety, there is solid evidence that Twin 33s would actually help make our highways safer. They are less prone to rollovers and are involved in few accidents on average than other trucks.
It makes no sense to limit these benefits to 20 states. If Twin 33s could operate in all 50 states, trucking companies and others involved in freight transport could reap even greater benefits in efficiency, with consumers being the ultimate winners. The reduction in fuel consumption, congestion, wear and tear on the roads, and pollution will benefit everyone. Congress should seize its first opportunity to make this long-overdue change in regulatory before the end of the year. It would be a small but important step in harmonizing the technology, infrastructure and means of shipping for the evolving needs of a growing nation.

About the Author

Gail Rutkowski (http://www.insidesources.com/author/rutkowski/)

Gail Rutkowski is the Executive Director at National Shippers Strategic Transportation Council (NASSTRAC) – the shippers association for transportation and logistics professionals who manage freight across all modes.

Tami Allison

Subject: FW: Twin 33 Truck Trailer and USMCA
Attachments: USMCA OREGON ADDITIONAL INFO.pdf

From: Lindsay Huddleston [mailto:lhuddleston@hilltoppublicsolutions.com]
Sent: Monday, August 5, 2019 3:44 PM
To: Jim Fong <JimF@rogueworkforce.org>
Subject: Twin 33 Truck Trailer and USMCA

Hi Jim

I wanted to follow up on the email I sent out a few weeks ago regarding Twin 33 Truck Trailers. I wanted to see if Rogue Workforce Partnership might be able to send a letter to Congressman DeFazio and/or do a letter to the editor in a local paper. Additionally I am working on a second project involving encouraging the passage of the USMCA. While I am reaching out to you about the Truck legislation, I wanted to see if Rogue Workforce Partnership might be interested in helping with this project as well.

--Lindsay Huddleston
256-874-4838

I'm reaching out to Rogue Workforce Partnership because I am are working here in Oregon to help encourage Congress to pass the United States-Mexico-Canada Agreement (USMCA). The modernized trade pact is widely seen as as an improvement over NAFTA and its ratification by Congress will help create American jobs, cultivate innovation, and spur economic growth while also strengthening protections for workers and the environment.

HOW YOU CAN HELP:

We hope you will help us deliver that message to those key offices and there are three quick but effective actions you can take to help:

- **Send a letters to Rep. Blumenauer Rep Schrader and Rep. Bonamici** – we will be happy to compile a first draft and give you all the submission instructions so engagement is quick and easy
- **Submit an op-ed or letter-to-the-editor to a local paper** – This is an important issue for workers and we will be happy to compile a first draft and give you all the submission instructions, so engagement is quick and easy
- **Post to Social Media**

Please let me know if you have any questions. If you would like to see a draft, just let me know and I'll be happy to put together a draft letter for you.

Thank you so much for your consideration. I look forward to hearing back from you.

--
Lindsay Huddleston
Hilltop Public Solutions
(256) 874-4838 (cell)

IMPACT OF TRADE ON THE OREGON ECONOMY

FISCAL IMPACT

According to Trade Partnership, USTR, and Brookings data:

- Oregon exported $27.9 billion worth of goods and services in 2017.
- $3.6 billion of those total exports went to Canada and Mexico.
- 12% of the state's gross domestic product (GDP) depends on exports.
- An 80% share of Oregon imports from Canada and Mexico were used as inputs by U.S. producers in 2017.
- Between 2007-2017, there was a 49% increase in services exports from Oregon, but a 28% drop in goods exports. Goods still accounted for $2.7 billion in exports in 2017.
- Share of Oregon Exports Globally to Canada and Mexico for Select Sectors, 2017:
    - Lime and Gypsum Products: 100% ($23 million)
    - Iron, Steel, and Ferroalloys: 98% ($169 million)
    - Rubber Products: 89% ($51billion)
- Top Oregon Exports to Canada and Mexico, 2017:
    1. Machinery ($343 Million)
    2. Transportation Equipment ($291.5 Million)
    3. Primary Metal Products ($246.6 Million)
    4. Wood Products ($228.8 Million)
    5. Computer & Electronic Products ($217.7 Million)
    6. Processed Food ($209.5 Million)
    7. Agricultural Products ($176.3 Million)
    8. Chemicals ($164.6 Million)
    9. Electrical Equipment, Appliances & Components ($138.9 Million)
    10. Nonmetallic Mineral Products ($119.7 Million)

JOBS IMPACT

According to Trade Partnership data:

- 505,700 jobs are connected to trade in Oregon.
- Trade with Canada and Mexico supported 154,100 jobs in 2017:
    - 95,200 related to trade with Canada; 58,900 related to trade with Mexico.

Workplace Stability for Employee Retention and Performance

by Ruth Weirich

Ruth Weirich has been a management professional in the publishing industry for 30 years. She has experience in leadership, marketing, training, sales budgets, and financials. She holds an MBA from Colorado State University and a BA in Business Administration from Goshen College. With a love of maximizing an organization's operating performance and achieving its financial goals, Ruth focuses on building workplace stability to ensure businesses' productivity and longevity.

I have been working for aha! Process for about 15 years, and this work about diversity, looking at it through the lens of economic class, really works across all sectors. *A Framework for Understanding Poverty*, the first book by aha! Process CEO Dr. Ruby Payne, was written for K–12 educators, and then Ruby bumped into Phil DeVol and Terie Dreussi-Smith, who were using *Framework* in a drug addiction rehab program. And they said to Ruby, "This stuff really works. The core information in it really works for the work that we're doing in our drug rehab." That's when they came together and wrote *Bridges Out of Poverty*, and that's the same kind of thing we're doing: We're taking core aha! Process concepts and we're reframing and retooling them for the business sector. aha! Process's Bridges Out of Poverty family of concepts, trainings, and products helps employers, community organizations, social service agencies, and individuals strengthen the workforce and build more prosperous and stable communities.

This work brings people from all sectors and economic classes together to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty. In this article, I'll give an overview of Workplace Stability, the day-long or half-day professional development training that we are doing with business leaders in which we show how aha! Process concepts can help improve retention, productivity, and the bottom line.

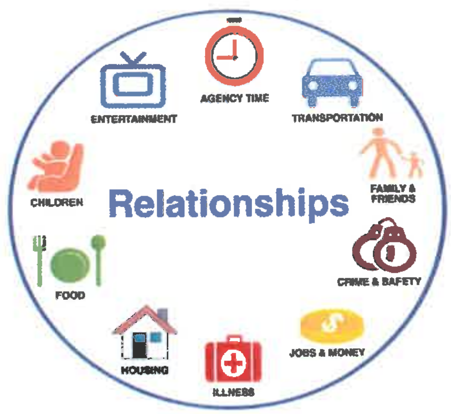
I recently read a great article where Fred Keller, CEO and owner of Cascade Engineering, said that once he was exposed to *Framework*, he knew he had to shift the corporate culture from within. He knew he had to be more inclusive of diversity, looking at it through the lens of economic class. Keller also said he knew he had to train everybody—whether they were a new employee or an existing employee, entry-level or an executive—on the diversity of economic classes in the workplace. He also said he needed outside partners so that he could have resources for his employees that he didn't typically offer as a business, or that he could not offer. From these needs grew collaborative resource networks for employers, which I'll discuss later.

Some years back, Cascade told us that turnover used to cost them \$3.6 million, but once they implemented aha! Process principles and started doing business differently, turnover costs were down to \$500,000. Just think about everything that you can do with that \$3 million. We believe that businesses can be profitable, and competitive, and treat employees well. And we believe that employees make businesses profitable and competitive.

One thing that we do with businesses is talk to them about stability. Stability of employees and creating stability for themselves as a business. This creates the opportunity to look at stability and how it is affected by economic class. We review mental models (pictures or stories) that help us understand poverty and what resources look like, and we talk about the ability to do without resources. We also discuss the hidden rules (those unspoken cues and habits of the group) and the language experience of individuals coming from daily instability.

Employers do a lot to stabilize us. They offer us vacation, 401(k), paid time off, holidays, maternity leave, and all of those things stabilize us. Not everybody gets those benefits, though, and so we're looking at ways to talk with employers about stability that will stabilize our employees and improve retention and profits.

Mental Model for Instability: What It's Like Now



Driving forces are different for everyone. When we're working in a nonprofit, we're talking about how to reduce poverty, enhance community self-sufficiency, and improve our community for the long run, for many generations. When we are in business, our driving force is net income, improving safety, being competitive in our sector, and being an employer of choice. We're concerned with net income and investments. There are businesses out there that are interested in being "triple bottom line" employers, but I have spoken with executives who say, "Look, I'm not a social service agency here. I'm a competitive business." Others say, "I'm not concerned with the retention of my entry-level employees; I can hire them all day long." What they don't realize is that turnover costs $3,500–$11,000 depending on the research you look at, and depending on the hard and soft costs that you put into your calculations.

Dr. Payne says that knowledge is a key form of privilege, as are social access, race, and money. To a large extent, how you spend your time determines your knowledge base. So the next thing we look at with employers is the mental model of daily instability. It graphically represents how people with low incomes have told us they spend their time. It's interlocking: We're in survival mode, living in the tyranny of the moment, not having a future story, and the driving force is relationships.

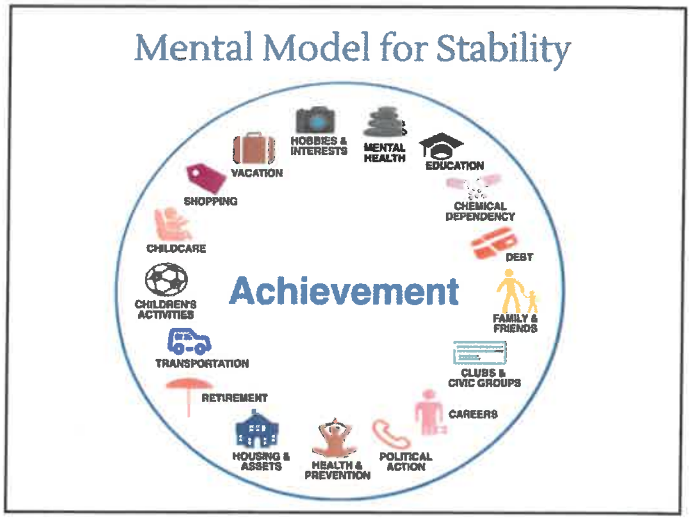
How long does it take you to do laundry when you're living in this daily instability? In stability, you throw a load in, you go and fix dinner, you throw another load in, you take your child to baseball practice. When you're in instability, you may have to get on the bus, maybe with your children, go to the Laundromat, wait for a couple washers and then dryers, and then you have to pay for it too; it's expensive. And then you have to hurry so you don't miss the bus home.

What does it look like to an employer when someone lives in daily instability? A group of hospital executives we work with in Schenectady, New York, decided they would ride a city bus in to a scheduled appointment at the hospital. What happened? They missed the appointment. They had to take multiple bus lines, one bus broke down, and they had to walk for a period of time without a sidewalk. As a result of that experience, they added walk-in days at the hospital's clinic. What does that do? It helps stabilize the instability.

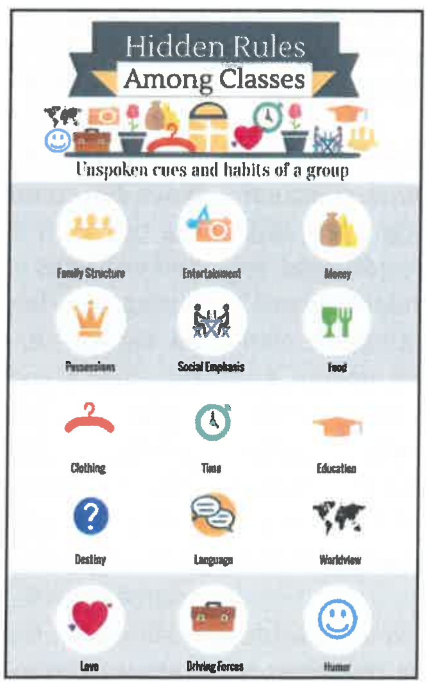
So when we look at the mental model of poverty, we wonder, "What is the employee pain that is caused in this mental model, and how does that affect work and the job?" Cars and transportation are a huge piece of the puzzle. The price of gas and the unreliability of older cars that need constant upkeep are factors. Or maybe you have to walk to a bus stop half a mile away. The buses don't run at the correct time, and you have to take multiple buses.

Employers, businesses see that car and transportation problem as turnover, tardiness, absenteeism. Helping employees stabilize transportation can have a huge impact in the workplace, and that's just one piece. Housing, safety, and childcare are other issues where relationships are going to trump work because relationships are the driving force. These are some of the pains for employees that we can address.

We then look at the mental model of achievement because we know that's the mental model that businesses operate from. We are, in business, about achievement, about growth and expertise; we often think abstractly, and we are many times asking our employees to be like us, instead of us seeking first to understand. We are thinking, "Why can't they just buck up?" So we talk about the mental model for stability as well.

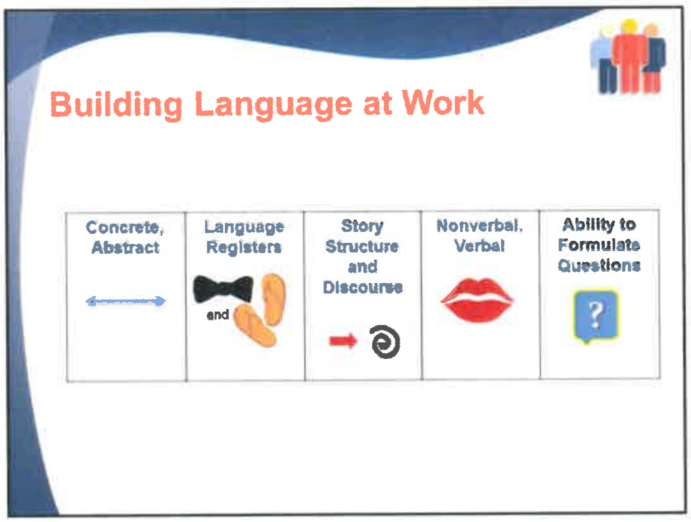


The reality is that there is a contrast between the mental model for stability at work and the instability of many entry-level employees. We generally have concrete thinkers as entry-level, low-wage employees who are coping with daily instability, and we usually find longer-term, abstract thinkers in higher-wage positions. So we have this juxtaposition of less predictable and more predictable. (On the other hand, I've worked with some pretty unpredictable managers, so we might be able to debate that one!) We have the tyranny of the moment on one hand and long-view planning on the other, which leads to either reactive problem solving (for many of our entry-level employees living in the tyranny of the moment) or proactive problem solving (for professionals in long-term stability). Each group is solving problems, they're just doing it differently. And when you're living in daily instability, the math doesn't work. It doesn't matter how many hours you work at minimum wage, it just won't pay for minimal accepted living expenses, so it isn't sustainable. That's in stark contrast to the business, which is working from financial stability. People coming from daily instability have a lot to bring to the table. They're passionate, they're thinkers, they're problem solvers, they have will power, they're strong, they're persistent. The key is in creating a workplace culture that best uses those talents.



After we talk about the environment with businesses, we talk about hidden rules, the unspoken cues and habits of any group. How many of you have had a boss that you did not respect? But you respected the position because you were operating from the achievement-based mental model of stability. The hidden rule of power in business is that you respect the position. What hidden rules do you hear about from your clients in the workplace? When I was president of aha! Process, and I had a new hire, I always told them the top 10 hidden rules of aha! Process. That might seem a little humorous to us, but it would have been even better if those hidden rules hadn't been hidden, if they had been in the employee manual. All rules in the workplace, hidden or otherwise, operate from middle class norms of people living in daily stability. What do the hidden rules do for us in business? They help us navigate difficult situations. They help us design more effective policies, procedures, employee manuals, and training programs. Each economic class has different hidden rules about basically everything. Some of the major areas of concern for every economic class are listed in the chart at left.

Language can be a huge barrier for people coming into the workplace as low-wage employees. Researchers Hart and Risley, based on their observations, posited that children in poverty had been exposed to just 13 million words at home by age 4. In professional homes, children had heard a total of 45 million words by age 4 (Hart & Risley, 1995). If you have employees whose families have been living in daily instability for generations, the language experience they bring with them just doesn't compare to the language experience of those raised in professional or even working class households, and it may not include enough abstract words used for negotiation. Businesses can use this knowledge to retool our onboarding and our training—we can even take it back to our applications, our step sheets, our directions. So with businesses we talk about the language features of daily instability: casual register, circular story structure, and the importance of nonverbal communication. Nonverbal communication is a language in which we all need fluency. Building common language in the workplace is an important focus of the work we do with businesses.



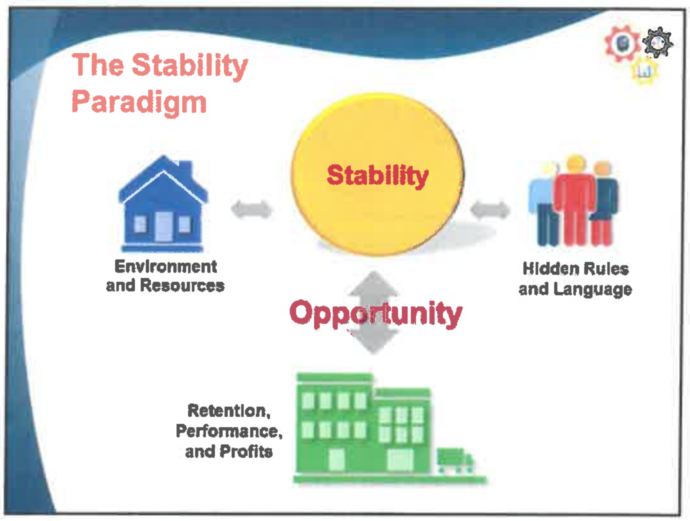
I have a client who owns fast food franchises, and after she went through the Bridges material, she created very concrete onboarding videos for her entry-level employees living in daily instability. She got great results and better retention. In 2012, President Obama's State of the Union Address used an eighth-grade comprehension level. It wasn't meant to insult anyone, and most of us probably didn't notice. The idea was that more citizens of the country would be able to understand what he was saying. Language is a key piece that we talk to employers about because it's important in the workplace if you want to see increased productivity and retention.

Daily instability is the extent to which an individual does without resources. Knowing the resources of your employees provides ways to mentor them. It provides a way to promote from within or keep somebody on the job where they are. We know that turnover can cost anywhere from $3,500 to $11,000. Promoting from within, a researcher from Wharton says, can save you 18–20% because you already have a relationship, the employee is loyal to you, and there is less downtime (Bidwell, 2011). The person can step into that role a lot more easily than a brand new hire.

In the Workplace Stability training, we talk about the environment, the hidden rules, about language, but we know there are still going to be retention issues. It's still about stability versus instability of resources. The more resources we have, the more ability we have to be stable. And we know that the driving force is relationships when we're living in daily instability. This can also create issues with promotions. The organizational demands change at different levels. I may not need to look beyond daily requirements at my entry-level job, but when I'm in a different position at the company, I may need to plan monthly, annually, or 3–5 years out.

Changes of identity that may occur in the workplace can come with loss of relationships. Maybe I ride the bus with my best friend, and she gets promoted and becomes my boss. She's telling me what to do now during the day, and I'm thinking she's getting a little bit big for her britches. So we see a change of relationships accompanying a change in identity, but if we understand and anticipate that, we can mentor those individuals that we're promoting from within and help them maintain relationships. We work with a business in Texas that uses this information as they train supervisors they have promoted from within. Additional resource growth is often needed as you go from hourly positions to supervisory roles, and we work with businesses to support people making those transitions.

The extent of the organization's resources matters as well. You may have a company that's living in its own tyranny of the moment, so stabilizing at all levels is important. Almost always, the policies, procedures, benefits, training, it's all developed by somebody living in daily stability or long-term stability, but our employees often engage in destabilizing problem solving. Chief among these problems is high-interest payday loans and paycheck advances. So one stabilizing strategy is to develop and implement a small-dollar loan program as an employee benefit that helps build resources and encourage stability. We also look at policy changes, management practices, training programs, and individual interactions because we must work in a relationship-based achievement model if we want better retention and productivity. When we work with business leaders, we ask: What can you do differently in the benefits, the policies, and the management to help stabilize the environments of your employees? How can you think outside the box? And one of the best outside-the-box developments is the creation of a resource network for employers. A group of employers comes together and works to provide retention services, work supports, and training opportunities for entry-level employees. They keep employees on the job, and it reduces the demand for HR. Often the resource network model includes a resource specialist. Each company purchases shares of that person's time, and the resource specialist spends 2–6 hours per week within each business working on stabilizing issues with employees. Larger businesses may need two days with the resource specialist. This kind of support keeps the employees on the job and the lines functioning.

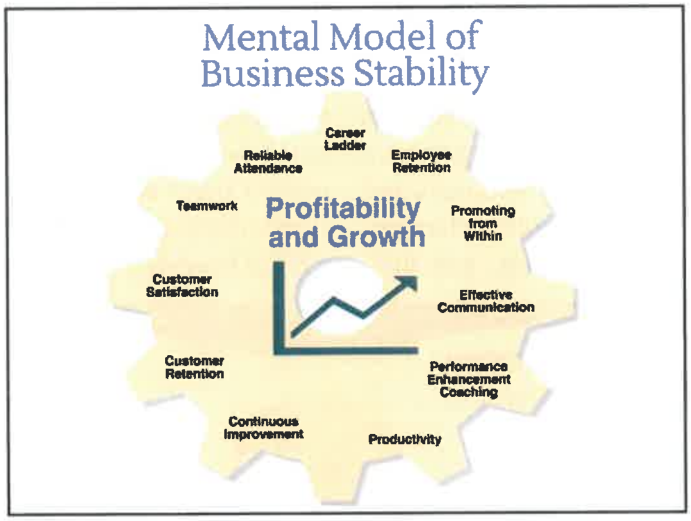


We work with many groups that have formed these resource networks, and often the network works with a credit union to provide the low-interest income advances I mentioned above. For example, if an employee has been with a company 90 days or more, and they experience a destabilizing life event, they can get a $750–$1,000 advance that comes back out of their paycheck each week through the credit union.

What are businesses in your community doing that stabilizes entry-level, lower-wage employees living in daily instability? Benefits might include an onsite health clinic, tuition reimbursement for ESL or community college, and we all want to provide a livable wage. Some examples from businesses that I've been working with or that I've heard about include a client in southeast Indiana that has an onsite health clinic. They have a lot of front-line staff, and individuals who are sick can go down to the clinic, see a health professional, and get back on the telephone within 30 minutes.

If you partner with a credit union to offer microloans and bank accounts, consider the prior banking experience of your entry-level employees. When we live in a stable environment, and somebody fails to do our direct deposit on time, we feel as though we've been harmed! But if you have never banked in your life, and you have a bank account for the first time, you'll also need a little financial literacy and training, which is something the resource network can be tailored to provide.

Tuition reimbursement is a helpful benefit to offer, but remember to include reimbursement for programs other than just a master's. I mentioned ESL, GED, and community college above, and those are important tools for many people who are trying to achieve more day-to-day stability. We definitely want to see a livable wage and health insurance for employees, but if that isn't possible, other factors can help stabilize as well. Getting Ahead is great for groups of employees to do away from work, without a supervisor or HR person hanging over them, so they can investigate their own economic reality. I had a client tell me that they've started doing topical book clubs with their employees. The first one they did was about anger management, and the second one they did was about bullying. Flex time is often misunderstood, but when it's used as a benefit, it is about an employer and an employee coming together to figure out what is best for the employee, and it has to work for the business as well. That might mean coming in at 9 a.m. instead of 8 because the bus route's better, or it may work to accommodate childcare or elder care issues. Maybe lunchtime is at 1 p.m. instead of 11 or 12 because the traditional lunch hour is when low-wage workers need time off to visit other agencies.



Other businesses have focused on individual interactions, implementing a "call before you quit" policy, and creating relationships of mutual respect. We have a client that was doing three very intense, very abstract days of onboarding. And after doing Bridges they went to more "just in time" training where the new hire was doing the concrete pieces of the job, and they saw their retention rates improve just because of that. Another business owner told me about a daycare alternative where they negotiated a $15 rate with daycares in the city, so if their employees' daycare fell through, they could take their child to one of these approved daycares for $15. In New Mexico there was a manufacturing company that wanted their employees there at 6 a.m., but daycare did not open until 7. So the employer went to the daycare and said, "If you can open at 6 a.m., I have 10 employees, and I will do a payroll deduction to pay you every week." That relationship stabilized 10 employees and two employers. When we do the day with businesses, we spend a lot of time on return on investment, because it pays to stabilize, and we know that money talks in the business world, so early on in the Workplace Stability training sessions we spend time working through a return on investment calculator. We want to stabilize that employee base and in the meantime stabilize the company. The company will net more income, the company will increase productivity, and the company will have happier employees. These are ideas that work.

In the Workplace Stability trainings and in the context of resource networks for employers, it's very exciting to bring together so many different sectors. As we all work in our different silos, it's important that we get together and share our best practices and strategies. I was talking to a poultry farmer, and he told me how they keep their different grains stored in separate silos. But then they have this expert nutritionist who comes and blends those grains to make the right combination for the chickens, and that's absolutely what we're doing in our communities. We're all working in our different silos, but we come together to create sustainable communities where everybody can live well.

Ruth Weirich gives an expanded version of this overview [in this free webinar](#).

For more information on providing a Workplace Stability training session at your site, please email workshops@ahaprocess.com or call (800) 424-9484.

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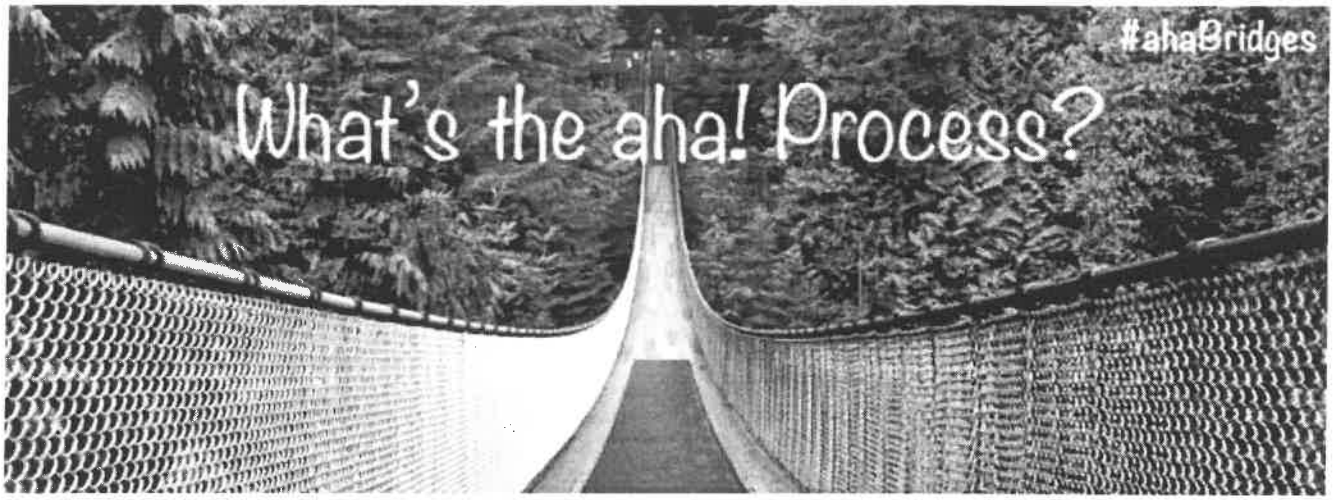
Bridges Out of Poverty Community Support Program



Reducing the social costs of poverty, strengthening the workforce, and building a more prosperous and sustainable community are goals on which most communities agree. aha! Process's **Bridges Out of Poverty** community support program provides a family of concepts, workshops, and products to help employers, community organizations, social service agencies, and individuals address and reduce poverty in a comprehensive way. Bridges brings people from all sectors and economic classes together to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty.

See where Bridges Out of Poverty and Getting Ahead sites are located on this map. To add your initiative or update your information on the map, please email Lynn Jackson at ljackson@ahaprocess.com.

The Bridges Out of Poverty community support program helps communities:

- Move individuals from poverty to self-sufficiency
- Reduce social costs related to crime, poor health, and welfare
- Strengthen educational attainment and job skills
- Enhance economic development
- Improve on-the-job productivity
- Revitalize neighborhoods
- Build sustainable communities where everyone can live well

Explore our recommended programs designed around your community's specific needs:

- Removing Barriers for Under-Resourced Clients: Learn how to identify and revise or eliminate policies, procedures, and practices that make it difficult for under-resourced individuals to emerge from poverty.
- Building Community Sustainability: Learn how to make yours a community where everyone can live well, reducing social costs and leveraging human capital for greater stability and prosperity.
- Getting Ahead: Learn from our experts how to facilitate a Getting Ahead program to support individuals emerging from poverty.
- Transition to Success

Click to learn about our workshops delivered to your organization, national training events, and our critically acclaimed resources. Also, see our list of upcoming free webinars!

Click below for more information on:

- Events and Resources
- Results and Best Practices
- What People are Saying
- Our Consultants
- FAQs

Looking for more information on how to develop your own community support program? Call (800) 424-9484, or request information online.

FEATURED VIDEO HTTPS://YOUTU.BE/9YAFGHMAHTS

RESULTS & BEST PRACTICE

The Vermont State Council

The SHRM Vermont State Council received a 2008 Pinnacle Award, sponsored by the Society for Human Resource Management (SHRM) and Automatic Data Processing (ADP) for its "Working Bridges Out of Poverty Project." In conjunction with for-profit, nonprofit, and government agencies, the council delivered Working Bridges training to more than 250 human resources professionals and line managers on the workplace implications of economic diversity; implemented an emergency savings and loan program for employees of participating companies; housed worksite resource coordinators in companies to help employees find help with housing, child care, transportation, economic assistance, and other resources without having to leave work; and began discussions of how to encourage employees to use health and wellness strategies.

Ruby Payne, Ph.D.

Ruby K. Payne, Ph.D. is the founder of aha! Process and an author, speaker, publisher, and career educator. Recognized internationally for ***A Framework for Understanding Poverty***, her foundational book and workshop, Dr. Ruby Payne has helped students and adults of all economic backgrounds achieve academic, professional, and personal success.

As an expert on the mindsets of economic classes and overcoming the hurdles of poverty, she has trained hundreds of thousands of professionals, from educators and school administrators to community, church, and business leaders.

Learn More

Bridges Out of Poverty COLLEGE ACHIEVEMENT ALLIANCE Getting Ahead NETWORK

Source: https://www.ahaprocess.com/solutions/community/