

East Cascades Works Strategic Plan

2024-2029



Our Target Industries: Healthcare, Construction, and Manufacturing

Our Priority Populations: Low-income people, rural residents, the emergent workforce (16-24 y/o), people impacted by the criminal justice system, Veterans, people experiencing disabilities, and people who identify as Black, Indigenous, Latino/a, Asian, and People of Color (BILAPOC)

Vision	Mission	Values	Reputation
We envision a thriving East Cascades region where communities have access to education and training that lead to living-wage jobs and where businesses find the qualified talent they need to succeed.	We support the talent needs of employers by maximizing and aligning investments in the career goals of individuals to fuel a thriving economy.	- We are experts in workforce development and rigorous stewards of public funds - We are neutral conveners and community collaborators - We inspire a call to action - We are results-driven - We are innovative problem-solvers	In partnership with our communities, EC Works leads through collaboration and advocacy to ensure a local talent pipeline that meets the needs of employers. We support, influence, and scale sustainable workforce solutions.

Category	Priority <i>A strategic focus area that guides resource allocation and decision making.</i>	Actions <i>Specific programs, projects, or tasks that translate priorities into tangible results.</i>	Outcomes <i>Measurable changes that demonstrate whether the actions achieved their goals.</i>
Service Delivery	Prepare the emergent workforce (ages 16-24) for careers across the East Cascades region	- Support Youth Compass Programs to meet or exceed their performance targets - Develop more work-based learning opportunities for youth engaged in EC Works programming	54% of youth will attain a credential by one year post exit of program services 56% of youth will achieve a measurable skills gain 65% of youth will be employed or enrolled in post-secondary at 6 months post exit of program services 62% of youth will be employed or enrolled in post-secondary at 12 months post exit of program services - At least 100 employers will engage in offering career exploration, job shadow, internships, or other work-based learning opportunities for youth
	Equip jobseekers to access living wage employment through skill building and training	- Support WorkSource Oregon to meet or exceed WIOA Title I performance for adults and dislocated workers - Expand access to WorkSource services through mobile units and community-based locations	74% of placed participants will maintain employment at 6 months post exit of program services 72% of placed participants will maintain employment at 12 months post exit of program services - At least 350 jobseekers will utilize alternative access modalities

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System Leadership	Address employer talent needs, particularly in target industries	• Activate Business Response Networks in all three East Cascades sub-regions • Participation in Sector Partnerships in the target industries identified by the EC Works Board	• Business Response Networks that meet regularly will be established in each sub-region by December 2025 • At least 65 employers will be engaged in sector partnerships annually • All sector partnerships will have documented employer-led goals
	Lead regional workforce coordination	• Convene WorkSource Oregon partners sub-regionally monthly and regionwide as needed to address specific coordination challenges • Convene Youth Compass and WIOA Title I providers across the region monthly to share best practices and address specific coordination challenges	• All WorkSource Oregon partners will attend quarterly Local Leadership Team meetings • 75% resolution rate of the operational challenges that are tracked
Organizational Vitality	Ensure sustainable resources	• Maintain federal formula funding through targeted education and outreach to key decision makers • Increase state workforce investment through strategic advocacy with the legislature and governor's office • Pursue strategic competitive grants that align with EC Works's mission and capacity for complex, multi-partner initiatives	• Minimize reductions in annual WIOA funding to 5% or less • 40% of revenue will come from diverse (non-WIOA) sources
	Build organizational effectiveness	• Assess internal financial and operational management efficacy	• No unresolvable findings in internal audit • No unresolvable State and Federal Monitoring findings • No less than \$3.50 : \$1 ratio of programming expenses vs. staffing expenses
		• Measure and communicate progress on strategic priorities	• Baseline data and targets for all strategic plan measures will be established by December 2025