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## ORGANIZATIONAL STRUCTURE AND MISSION

East County One Stop, Inc. (ECOS) is a community alliance of 49 partner agencies convened to manage and support a “One Stop” workforce development system in East Multnomah County, Oregon. ECOS is registered as an Oregon corporation and is recognized by the IRS as a 501 c3 non-profit organization. ECOS is organized to create and maintain a collaborative workforce development system that will utilize the expertise of ECOS partner agencies to:

1. Increase the skill and ability levels of the East Multnomah County workforce which will enhance the competitiveness of business and industry in Oregon, and
2. Reduce the number of East County families living in poverty through the development of individual skills and removal of barriers that prevent greater employment opportunities.

***East County One Stop, Inc, and ECOS board of directors comprise the ECOS planning infrastructure. This infrastructure exists to provide:***

- Workforce system development
- Advocacy and coordination
- Shared resources
- Collective tools

in order to enhance services to the customers of member organizations. This collaborative workforce development effort will facilitate access to services, thereby increasing the economic well being of east county residents.

It is important to note that the “One Stop Career System” is defined as both a place where customers are served as well as a way of doing business. In order to achieve the Workforce Investment Act mandate of “universal service” there must be both “walk-in” and “technological” access to information and services.

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*For the purposes of creating a viable ECOS planning document, it is important to be able to separate system development activities, done on behalf of the entire ECOS partnership, from individual service delivery activities conducted by ECOS partner agencies. This document is primarily a plan to design and evaluate ECOS system development activities.*

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## DEFINITION OF SERVICES / PROGRAMS

**1. ECOS brings collaborative resources together to help local businesses solve workforce development problems.**

**MHCC/EMPLOYMENT DEPT. AND EMPLOYER SUCCESS STORY**

“Business Problem: Language and cultural issues were creating negative impacts for a large local warehouse employer. The employer contacted the ECOS Business Services Specialist who contacted MHCC Center for Community and Workforce Development to design a program to meet the needs of this employer. A specialized training on "Working with Limited English Speaking Personnel" was designed. The seminar content and course marketing materials were reviewed by a few employers, including the corporate training manager from the warehouse employer that initiated the request. The class was offered three times as an open enrollment course. General interest led to six additional sections being offered at US Bank Corp - Columbia Center, Leatherman Tool, and the Resort at the Mountain. Result: 150 workers (to date) have learned to differ between cultural and language issues, analyze critical incidents, avoid repeated pitfalls and have learned how to maximize the benefits of a multi-lingual workforce. Workshop participants now have better communication skills and understanding with limited-English speaking co-workers which impacts on the bottom line”.

**2. ECOS, through its partner agencies, helps local citizens with career advancement and transitions.** All population groups will have access to a wide array of job search and employment development services, including the initial assessment of skills and abilities, self-help information relating to career exploration and skill requirements of various occupations and quality labor market information available through OLMIS (Oregon’s Labor Market Information Service) and Oregon Pathways (an online information and referral system).

This system will be customer driven in an environment that enables those accessing the system to get information directly and determine their own level of program need. ECOS facilitates the relationship development, training, and orientation that helps partners work together to collectively provide the following basic services:

- Recruitment and pre-screening for workforce development
- Human resource development strategies: workforce preparation, education and training for emerging and current workforce
- Creation of individual career progression work plans designed to move people up a learning and earning ladder to family wage earning jobs
- Financial packages – tax credits for employers, training stipends, etc.
- Value-added solutions for business problems

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What Does  
ECOS Do?

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## How Do I Access Information from the One Stop System?

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**3. The ECOS System facilitates access to workforce, training and employment information.** The information infrastructure will enable ECOS customers to receive comprehensive integrated services and current labor market information, regardless of their point of entry to the system and regardless of the level of staff assistance they may require. Whether the customers walk into a partnering agency, a remote location (kiosk), or access the One Stop system through their personal computer, telephone, or other electronic medium, they will be able to access information about various education, employment, training, and other human service programs which will enhance their decision making abilities and remove barriers to full employment. The types of information to be included will be determined based on customers’ needs and expectations and will be accessible in a variety of formats, all of which are technologically interconnected. Electronic portals for the system currently include: Oregon Pathways: [www.anydoor.org](http://www.anydoor.org), the Region 2 One Stop web page: [www.1stop.org](http://www.1stop.org), and the Oregon Labor Market Information System, [www.olmis.org](http://www.olmis.org).

### ECOS Operations

ECOS is a workforce system with a network of 49 partners. They include the K-12 school districts, social service agencies, workforce training and development entities, local governments and community based organizations. All agencies, departments, and organizations that provide services to job seekers, employers, and persons with employability and/or self-sufficiency barriers are encouraged to actively participate with this workforce system development process. These partners will be linked to an Internet-based, shared information system which will make access to information about services available to each customer/client of all representative partners in the system.

This complex network of agencies works together under the principle of synergy – the whole is greater than the sum of its parts. Agency staff meet on a regular basis, utilize email, have linked websites, and attend common training. The ECOS email network is used regularly to solve problems and find resources for customers of the workforce system.

ECOS could be defined as an “intermediary agency” in that it fulfills a role other than service delivery. The functions of this role include promoting economic and workforce demand, aligning supply and demand, and promoting innovation and effectiveness across programs. Beyond delivering services, other activities include: convening other organizations and programs; providing a forum to mediate the interests of workers,

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## How Does ECOS Operate and How Does it Work?

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So, why are  
these  
services  
needed?

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employers, and the programs that serve them; brokering workforce development and support services across organizational boundaries; testing new innovations; and offering services to their partners aimed at strengthening the overall system.

ECOS, Inc. is implementing a phase-in plan that will demonstrate how programs can evolve through a collaboration-to-integration continuum. The initial expectation is collaboration, sharing of client information and cross training of staff in all partnering agencies. At a minimum, staff are expected to be proficient and knowledgeable in other resources available to customers and able to help job seeker/employers access resources. Partners will strive for coordination and utilization of intake and assessment information from other agencies to create an environment that minimizes duplication of intake data and information, case management and overlapping services.

**ECOS combined resources offer:**

- Financial packages for businesses and job seekers
- Recruitment strategies coordinated among partner agencies
- Network of expert workforce professionals
- Information and referral resource networks
- Access to support services that mitigate/remove barriers to employment

**Why are ECOS services needed?** “People don’t always want what they need.” A collective “same voice, same message” coming from all workforce partners is important when trying to motivate people to move out of a life of poverty and seek higher earning potential.

Businesses and employers benefit from single point of contact, streamlined services, ease of access to the system, and increased services to solve human resource and workforce problems.

**OHDC/EMPLOYMENT DEPARTMENT SUCCESS STORY**

“A representative from Oregon Human Development Corporation (OHDC), a partner in the East County One Stop (ECOS) made a visit to a local manufacturing business. She discussed OHDC services available to the business, but the OHDC services did not meet the needs of the business. Instead of leaving without providing any services, she informed the business that OHDC was part of a larger workforce system that offered broader service in personnel, training, financial packages and business analysis. At that point, the representative was able to collect information on the true need of the business. This information was forwarded to the ECOS Business Services Specialist, and a connection was made between the business, the Oregon Employment Department, and a staffing service that the business currently uses. Now when the business has a need for an employee, they contact the Oregon Employment

Department which works with the staffing service to deliver a qualified employee to the business within 24 to 48 hours.”

The following services were available prior to the formation of the East County One Stop, however, they were offered through a fragmented workforce system and agencies that did not communicate with each other. Services have been enhanced and customers are receiving consistent services with less confusion and duplication of efforts.

- Help businesses find workers - deal with labor shortages.
- Help businesses and jobseekers utilize resources available for them.
- Build skills of workforce.
- Prepare workers for employment.
- Teach workers employer expectations.
- Provide technical assistance for businesses and job seekers.
- Help businesses to save time and money in the hiring and training process.
- Make expertise available to businesses and job seekers.

**How does ECOS fulfill the needs and wants of ECOS customers?**

ECOS is a collage of collective and shared knowledge, which is a valuable resource to all customers of the East County workforce system: partner agency “stakeholders”, jobseekers, and business community/employers. It is a resource offered through the convenience of a one-stop system, rather than through several fragmented programs offering services independent of one another.

**SMS PARTNER RELATIONSHIP SUCCESS STORY**

“Before the One-Stop system, staff of different agencies did not know very much about each other’s services and procedures. This led to misperceptions, misunderstanding, and even mistrust. One agency may have felt that another agency had too much paperwork, took too long to provide services, did not provide good customer service, or did not provide enough individual assistance to clients. As a result, there was hesitation to make referrals from one agency to another and hesitation to coordinate services through dual enrollment in more than one agency.

Now, with the ECOS One Stop system, staff have several types of opportunities to interact, get to know each other, and learn about services and procedures at each other’s agencies. Staff have opportunities to interact and work together toward common goals in a variety of setting. The interaction takes place at regularly scheduled One-Stop planning meetings, common training events, locations where staff from multiple agencies are co-located, etc. Interactions take place from management to line staff level. Partner agency staff are learning to understand each agency’s strengths and weaknesses and how to coordinate services. This way job seekers and businesses can benefit from the strengths of

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Is ECOS  
Customer  
Driven?

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## What are the Benefits?

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each agency's services. Where an agency has a weakness, staff can locate a partner agency with strength in that area. As a result, there is now more trust and understanding among partner agencies. There are more referrals and co-enrollments among partner agencies than before the ECOS One-Stop system was implemented. “ Marietta Schlumpf, SMS Services

### ECOS Benefits to Stakeholders and Public Sector partners:

- Shared resources and expertise.
- Enhanced potential for economic well being of citizens – reduction of poverty.
- Reduction of demand for publicly funded resources to meet basic living needs.
- Promotion of the “sustainability” of the “livable qualities” of our region.
- Strengthening of local and regional economy.
- Access to a network of colleagues for solution finding/problem solving.

### **ECOS SOLUTION/PROBLEM SOLVING SUCCESS STORY**

During a single month this year, the ECOS email network was used to find a crib, a stroller for infant twins, a language specialist to serve as a job coach for food service handlers in a local assisted living center, a specialized GED program for a person with learning disabilities, volunteers to help get a blind individual to the MAX line in order to get to place of employment and landscape help for a Section 8 housing tenant. Case managers/program managers contacted the ECOS administration with a need, the need was broadcast to over 300 partner agency staff and a solution was emailed back within a few hours.

### ECOS Benefits to Job Seekers:

- Builds confidence and self-esteem.
- Offers hope.
- Offers guidance and support.
- Increases skills and employability.
- Opens doors to opportunities.
- Teaches job retention and career advancement strategies.
- Assists with improvement in economic situation and quality of life.
- Enhances personal and family security.
- Inspires the satisfaction that comes from being self-sufficient members of the community.

### **SPRINGDALE JOB CORP SUCCESS STORY**

“We were able to take advantage of the system and secure low-cost fork lift training for two of our students. A staff person from Employment Initiatives had made arrangements for one of her clients to receive a 50% discount on training from NW Lift Truck Service, Inc. if she could

locate four other clients to make a class. Springdale Job Corps responded with the names of two of our Facilities Maintenance students. Two more applicants were accepted from AFS. We appreciated the opportunity to take advantage of this offer as a result of the ECOS network.”

Springdale Job Corp

ECOS Benefits to Businesses/Employers:

- Saves time and money for recruitment and pre-screening.
- Provides access to workforce networks - partner agencies.
- Provides access to labor pools of ready workers.
- Provides connections to human resource services such as training, development, screening, and selection.
- Provides information about financial packages and employer tax credits.
- Provides expertise to assist with value-added business solutions.
- Results in well-employed citizens that contribute to a stronger customer base and more vital economy.

**OREGON EMPLOYMENT DEPARTMENT AND SMS SERVICES  
SUCCESS STORY**

“In a casual meeting, I had a conversation with an Employer Relations Specialist from the North Portland Employment Department. ECOS discussed possibilities of recruiting 55+ job seekers to attend a job fair with businesses willing to hire the seasoned worker. It was agreed that this idea was workable and the wheels were set in motion.

Prior to the June 2, 2000 **SENIORS MAKE SENSE CONNECTION** job fair, the North Portland Employment Department created a web page announcing this event. 1200 letters of invitation were sent to unemployed senior job seekers. SMS Services invited all participants in their employment and training program to attend. 16 businesses were invited.

On June 2,2000 with great anticipation, the job seekers arrived early with resumes in hand, ready to talk to businesses with opportunities. A total of 225 job seekers attended. 16 businesses attended, several businesses interviewed on the spot, job seekers filled out applications and jobs were offered. **It was a great day!**

This job fair was so successful that it was decided that this event should take place again. I contacted the Beaverton Employment Department and discussed the idea with their Employment Services Specialist of hosting a Seniors Make Sense event at their location. The answer was yes!

In the meanwhile an idea came to mind about having several of these events in the Gresham, Downtown Portland, North Portland, Beaverton, Hillsboro geographic areas so that seniors could attend at Employment Departments in their areas and talk with local businesses. All supervisors and employment services specialists were contacted, a meeting was scheduled and all attended.

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I'm an  
Employer,  
How Will  
ECOS Benefit  
Me?

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## How Does the Community Benefit?

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The enthusiasm displayed toward having additional events was remarkable. A schedule was developed and plans were set in motion.

The real success is what two agencies can do working as a team. Sharing resources, time and energy in supporting each other is a true connection. ECOS can work as a team and be very successful!" Don Walters, SMS services

Here's more!!

"A staff member with Oregon Industries for the Blind and a VRD job developer were able to work together with K&F Coffee and develop a coffee packaging production line which utilizes only people with disabilities. The employer was given help with worksite modifications and received a wage subsidy". Connie Foster, VRD

### ECOS Benefits to the Community at large:

- Increased business and economic strength
- Greater number of self-sufficient citizens
- Reduction of poverty and crime
- Increased quality and employability of the local workforce
- Strengthened individuals and families

### **EASTWIND CENTER SUCCESS STORY**

"Justin came to Eastwind Center on a school referral. He was failing school, and felt disconnected. He did not have a lot of friends. Justin spent a lot of time on his computer at home. His family was losing their motivation to try and get him to go to school. Eastwind Center's case manager with Youth Investment, recognized Justin's computer skills and used that to connect with him. He was hired as a tutor for our former director. It was a perfect match. With the encouragement of staff, and an incentive program where he could use his skills for helping others, Justin did graduate and is now in the Air Force. Whenever he is home on leave he comes by to let us know everything is going well for him. "

Patti Swanson, Director of Eastwind Center

### **Why is the ECOS product unique?**

The design for the ECOS One Stop Service Delivery System is unique as it is a system approach versus a site oriented approach to workforce development. The process has been designed to allow partners to "work together without walls" in an Internet based electronic environment. This systemic approach offers customers more choice in how they access services and information, is less dependent upon a single service delivery site, and assures inclusivity for all workforce system partners.

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## What Makes This Product Unique?

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This system uniqueness is characterized by:

- Multiple agencies and partnerships with a combination of resources that collaboratively deliver services for greater good of customers and community.
- True working partnerships between the mandated partners of Oregon's Workforce system - Oregon's approach to unified planning – Dept. of Employment, AFS, Vocational Rehabilitation, MHCC, and wsi.
- Experience and expertise of professional staff developed through several years of joint training and development seminars for staff from partner agencies.
- Services offered at low or no cost to businesses and job seekers - most have pre-paid for services through tax dollars.
- Focus on quality and customer satisfaction rather than individual agency gain.
- Trust and support between partner agencies; shared assurance and expectation that each agency will treat all customers with the same high standard expected from their own agency.
- Understanding between partner agency staff of the importance of the work they do.

### **Why will customers “buy” from the East County One Stop?**

- Responsiveness to customer needs
- Quality of services - assessment, training, evaluation procedures
- Expanded resources available through One-Stop system
- Cooperation not competition = a win/win relationship
- Services pre-paid by taxes
- Positive reputation of organizations within the system built through years of effective results
- Expertise of experienced, professional staff
- Stability of organizations within system
- Balance in system between good utilization of modern state-of-the-art technologies (e-mail, web, etc) and personal, value oriented service

### **Can ECOS services be produced at a reasonable cost?**

- No-fee or low-fee, pre-paid by taxes
- Up-front stable funding base - local, state, federal, other (reasonable fees, foundations, fundraising, in-kind contributions etc.)
- Increasingly diverse funding base, less reliance upon single source funding.
- Reasonable costs maintained due to limited resources

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## Pricing and Continuous Quality Improvement

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## Future Growth and Development

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### **How will ECOS improve its products?**

- Many years experience using continuous improvement model
- Measurements include the degree to which the system is moving from competitive to collaborative service delivery
- Business input and feedback
- Local, state, and federal review, monitoring, evaluation feedback loops
- Organizational self-assessment methods
- Best Practices Initiatives – “Share the wealth”
- Demonstration projects
- History of awards, celebration and recognition
- Local, state, federal focus groups every few years for job seekers, businesses, staff, and stakeholders

### **How does ECOS plan to scale up production?**

- Increased participation and coordination within the One-Stop system which will lead to increased clout and market share
- Continued development and refinement of career advancement tools/processes and job retention strategies
- Elimination of redundant functions, procedures, etc.
- Elimination of competition from funding sources; continued efforts to dissolve funding “silos”
- Streamline services
- Increased seamless service delivery
- Increased access for all population
- Removal of barriers in access to resources and employment for people with disabilities, non-native English speakers, ex-offenders, etc.
- Increased available resources throughout the system
- Establishment of fee-for-Service, as appropriate
- Better utilization of resources across system partners - sharing of resources
- Enhanced staff training to enhance effectiveness and efficiency
- Unified planning in Oregon (even beyond WIA requirements) will allow for a broader base of resources within the system: education, job training, state agencies, non-profit organizations, etc.)

### **Existing Alternatives And Competition for this Product:**

ECOS provides system development functions that include planning, research & development, relationship building, and integration of system services.

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## What is the ECOS Market Position?

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ECOS is unique in many ways. It can be compared to the other five One Stop planning groups in the Portland Metropolitan area in terms of planning and staff development activities. From a customer point of view, some employers will likely be engaged with all five one stops, others only with the one in their respective geographic area.

Job seekers are also able to self-select services from around the region with the exception of certain services that are limited to people living within certain geographic areas. Therefore, the primary competition for the One Stop product will come from the other regional One Stops: Northeast, Southeast, West, and Washington County. All have been in place for approximately the same length of time, and all have similar missions.

The East County One Stop serves the largest geographic area in the region. East Multnomah County, from 82<sup>nd</sup> Ave to Bonneville Dam, also is also home to the highest percentage of low income and limited English speaking people in the region.

### **Examining Un-Met Needs:**

The system has workforce preparation services for those who can and do take advantage of opportunities. ECOS provides a supportive role in the following areas:

- Assisting with strategies to motivate people to participate in life and income building efforts
- Developing strategies to move the under-employed individual into a career path that would lead to a family wage earning job
- Working with agencies that serve persons with limited mobility and other physical and mental limitations, as well as persons with a felony offense in their background
- Expanding system capacity to serve limited English speakers and those with limited ability to read and write
- Developing realistic and comprehensive tracks that utilize on-the-job training to move people through a career path to high wage jobs.

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## What Does ECOS Do That No One Else Can or Does?

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### **SWOT Analysis and Barrier Identification:**

ECOS, Inc. Board members were asked to identify strengths, weaknesses, opportunities and threats for key activity areas. Their responses follow:

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## ECOS' Strengths and Weaknesses

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1. Considering the role of ECOS as a planning, research and development arm for your individual agency, please define what you would consider to be its:

### **Strengths**

- Forum to plan strategies with other agencies for East County employer contacts and resources for job seekers.
- Forum to work with the business community without stressing them out with meetings
- Forum to plan strategies to obtain service funds for East County agencies providing direct service
- Forum to plan strategies to increase awareness of job seeker and employer needs
- Consensus Format
- The knowledge/experience of its members
- The breadth of corporate knowledge and experience of all the ECOS staff.
- Reduction of redundant activities.
- Access to professional staff with experience in this area.
- Leveraging of resources.
- Shared liability.
- Previously completed efforts by one organization can be shared with the whole.
- Collaboration.
- Streamlining of services offered, reduction of redundant services from multiple providers. Better customer service.
- Connectivity.
- Strengths - Communication is awesome! We get information quickly and can respond, if need be, very quickly. Allows anyone to seek information or assistance in a very easy forum.
- The business connections and information given and gathered is very valuable.
- LMI information is good.
- Job opening information is also very useful.
- Certainly we have strength in numbers and in our built-in network of agencies. I do feel, however, that we could become even more effective at partnering and cooperation. See below.
- Expertise represented by all the partners
- Support and participation of county commissioner
- Diversity of population/clients served by participant agencies and ability to define/act on common interests/needs
- Main employment related “players” with smaller service agencies all at the table

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## ECOS' Opportunities and Threats

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### Weaknesses

- Consensus format (a strength and a weakness)
- Finding a quality mechanism to have business involved with ECOS
- Maintaining the “FIRE” to continue to succeed!
- No constant/dependable funding stream
- Agreeing on what is priority for the whole can be difficult, discouraging and tiresome. Funding of projects.
- Projects outside of staff purview of responsibility.
- I would like to have more information about the partners and the services they offer. Perhaps it is out there but I don't know where to access it in a central location. I am still not sure who to call
- Not all who are members of the One Stop are consistent in attending meetings or sending the same staff people to meetings. This could create miscommunication, or more accurately, gaps in communication. Also, there are agencies who I have had individual experiences with the last year, who were not cooperative in assisting my efforts, even though they are One Stop “partners.” This was frustrating.
- Not enough time
- Limited ties to the business community

### Opportunities

- Training employers on working with people from diverse populations
- Job lead sharing quickly using technology
- Increased training and employment opportunities for East Co. residents
- Closer work with City of Gresham, Columbia Corridor Association, developers, and other bodies involved in economic development.
- Any business with employees needing skills upgrade and advancement.
- Fee for service efforts.
- Collaboration on business advisory meeting, perhaps. I'm sure there are other partners out there who have the same issues we do and are seeking the same information. We would like to be included, as you have suggested in linking these efforts to what our individual organizations are trying to accomplish
- Perhaps we could enhance the e-group, or list-serve, to promote more interaction among partners, between meetings. Also, this may sound frivolous, but it's not meant to: maybe we should consider doing some “fun” One Stop activities, to enhance partner relations, such as a holiday, or end-of-year party, or other types of get-togethers.
- The business plan process

- LSI and the SIP funds

**Threats**

- worksystems inc.,: how they will choose to fund One-Stop systems, how they use funds, communication issues with them
- How to build rapport with wsi
- Inadequate funding to sustain ECOS operations
- Getting projects funded and legislative changes to programs.
- Focusing only on our own individual programs and goals.
- Not setting priorities and developing a strategy for managing the tremendous size of our workload.
- Time seems to be a major handicap in accomplishing all that could be accomplished. Not a threat - just a reality.
- I think our greatest threat at this time is probably the wsi's questionable commitment to our mission and goals. And, unfortunately, I'm not sure the letter we sent to them will make any difference.
- Changing and uncertain funding
- Reductions in funding
- Other "sub-regions" competing for limited resources

2. Please think about the ECOS role in terms of **bringing new resources** to your agency:

**Strengths:**

- Employer and organizations contacts and forums
- System development with multiple agencies
- Forum for education others about opportunities at PHC and discussion of issues concerning individuals with disabilities
- From the leads we have gotten on our virtual network we have accessed training opportunities for both our staff and students. We have also been able to get information on community service projects to participate in. One of our staff has some business hours at the Employment office and we appreciate this exposure. We use the services to help in job placement for our students.
- Again, built-in network, partnerships and inter-agency resource "sharing"
- 500 years of collective experience
- Collaboration, information sharing, collective expertise
- Combining services
- Broader awareness and understanding of our services and ways to financially/programmatically support our services

**Weaknesses:**

- The time investment for staff to make this happen.

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*“ECOS partners have over 500 years of collective experience, and everyone is at the table in a meaningful way”*

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*“We need to do a better job with the provision of supportive services to the newly employed and under-employed. Especially with child care and transportation.”*

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- Changes in administration could change how much time is available
- No constant/dependable-funding stream
- The perceived need of staff to know in detail what each partner offers, and the obstacle of maintaining the currency of the information.
- Staff work demands have the potential to keep them from exploring new resources.
- I don't think we as an organization (Springdale Job Corps) are getting any referrals for students. I do not know of any. We would also like to better serve the Latino population in this area. We would need help finding the best way to do this.
- We also are unable to serve those who need childcare - how to find it - where does one go?
- Lack of funding, wsi's lack of commitment and follow through
- Inability to adequately serve non-English speakers
- Changing of the guard, loss of continuity
- Need 36-48 hour days
- Complexity/time involved in keeping up with what's going on with potential resources
- No/limited opportunity for line staff to interact through ECOS

#### **Opportunities:**

- Best in marketing to employers in a coordinated effort for VRD and all organizations
- Learning about additional organizations, businesses, agencies that serve individuals with disabilities that could benefit from PHC
- Working with the City of Gresham's Mayor's Economic Development Forum presents opportunities to further define and focus service need and delivery.
- I just think there is so much more we could do to provide better services if we (mostly me) really understood and knew all of the services that are available. This is something I know I could find out but some sort of directory of services would be helpful.
- Enhanced e-mail interaction (rather than just one-way communications from Joan, maybe we could have more of an e-group)
- Fees for service
- Grant writing
- Business development
- Industry growth
- STW activities for HS students
- Opportunities for HS students to volunteer

#### **Threats:**

- Inadequate funding to sustain operations

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*“The collaboration that has been building over the past five years continues to strengthen and grow. This collective strength is one of ECOS greatest assets.”*

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- Not being prepared to handle a larger need once we become further ingrained into the community and service demand increases.
- I don’t know that this applies here
- Fair distribution of funds and resources to agency partners
- Politics!

3. Consider the ECOS role in forming **collaboration and seamless services** for the customers of the entire system:

**Strengths:**

- Continues willingness to challenge each other to find solutions.
- Consensus building
- Ability to find job ready people for employers
- Informative/action oriented meetings
- Effective communication/information sharing system
- Key managers and supervisors from the partners are involved.
- Demonstrated collaboration over the last couple of years that continues to strengthen.
- Connectivity.
- A will to succeed.
- Selective resources for targeted populations
- Any one partner represents the entire system
- Buy-in from all organizations, communication

**Weaknesses:**

- Administrative changes in any organization can change how an agency responds to being a member and cooperate
- No constant funding stream
- Still somewhat fragmented.
- Working with a very large geographic area and customer base.
- Multiple facilities.
- Multiple program objectives that prevent staff from working outside program requirements.
- Not all partners represent the full system yet
- Partners still need time to learn and know each other
- Marketing
- Sometimes lack of follow through by partners in disseminating promised information regarding their agency’s services
- Amount of time it takes to truly partner and collaborate vs. perceived immediate return when there is almost no time available for any of it.
- Limits in meeting needs of multi-cultures
- Limits of links between pre-employment and employment services/limited coordination
- No action/role taken by ECOS to address sustainable family wage/benefit job issues and growing income disparities.

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Assets  
and  
Barriers

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**Opportunities**

- Moving forward on the plan for employer participation with ECOS
- City of Gresham’s Mayor’s Economic Development Forum can serve as a system driver. True one-stop service to the business community will, over time, force further system refinements and integration of multiple services from multiple providers.
- Central reporting system for services and MIS
- Better sharing of resources and eliminate duplication of services
- Ultimate benefit to job seeker and businesses
- High school student involvement – training, tutoring, second language (providing support, tutoring and assistance)

**Threats:**

- Wsi and how they choose to work with One-stop organizations.
- How to keep the “fire” burning
- Inadequate funding to sustain ECOS operations
- Not being prepared to meet customer demands in a timely manner.
- Program specific work demands that prevent key staff from acting quickly to resolve system delivery problems and develop new services as needs arise.
- Conflict between objectives of ECOS, Inc. and current fiscal agent resulting from program requirements and time constraints.
- Hierarchy could present barriers
- Silo funding – different regs and requirements for different agencies

**Barrier Identification: Force Field Analysis**

Participants at a 2000 Fall Planning Retreat produced an assessment of the elements in place that will help ECOS achieve its goals and well as an assessment of the barriers that need to be mitigated in order for these goals to be achieved.

Force Field Analysis – Issue: Moving people from entry level to family wage earning jobs

Driving Forces	Restraining Forces
Business partnerships	Challenge to gaining business sector buy-in
Models of successful educational programs	Political climate
Laws supportive	Fear and ignorance
Links to Human Rights organizations	Myth of reverse discrimination
Successful models from the business community	New – no one’s done it
Next steps to the school mentoring programs/linkages that exist	Liability issues
Skills exchange	Lack of follow through

Mentor bartering	Staff time to coordinate
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Force Field Analysis – Issue: Creating new success strategies to employ non native English speakers

Driving Forces	Restraining Forces
Increase (east county) in numbers/all non-native speaking populations	Stereotypes and prejudices
Employers recognize strong work ethic of this population	Lack of trust (by non-native speakers)of services and community
Current economic conditions	Lack of cultural understanding
Interest/passion/commitment of all our agencies	Previous experiences with native land
	Negative experience of non-native speakers of system
	Employees tend to look at short term gain – stuck in current hiring and training schemes
	Need of marketing plan and tools to present to community/employers
	Non-native speakers illiteracy rate
	Illegal immigrant issues

Force Field Analysis: Issue: Sustaining Organizational Energy and Momentum

Driving Forces	Restraining Forces
Personal and professional commitment	Apathy
Passion for streamlining the system for client access and success	Stalemates (wsi)
Meaningful results	
support of online staff training	
Spark plug in place	Energizer/networking/coaching
Agency and administration that supports participation	
Adaptability and flexibility	Resistance to change
Technology	Need for continual upgrading
DHS reorganization and ECOS working with dept.	DHS reorganization
Labor Market	Labor Market

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*“Our focus needs to be on developing services within the ECOS’ system that will create upward mobility for the underemployed, lead to family wage earning capacity for our citizens, and serve populations that have the most access problems – those with language or literacy barriers, limited mobility, or legal issues.”*

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## **Market Research:**

The planning groups have looked at ways to identify market segments and quantify size and growth rate in each segment. This data could then be used to determine the total market potential and probable market share represented by ECOS. This is a difficult process with something as intangible as system development. ECOS’ current market segments are:

- Training/professional development for partner agency staff
- Technology upgrades for CBO’s, research and analysis
- System development and design
- Advocacy for the system
- Systemic capacity building using new ideas, technology, and resources.

ECOS’ energy could most influence the following niche “market” workforce needs:

- Upward mobility of the incumbent worker
- Strategies to serve populations with un-met needs: ex-offender and limited mobility
- Strategy to create family wage jobs
- Strategy to move people up career ladders to family wage jobs

## **Market Demographics:**

### **Attachments:**

- Percent of employees working in small, medium and large companies
- Growth Industries
- High demand occupational study
- Skill sets for high demand jobs
- East County One Stop Community Plan: “Demand Driven Workforce Strategy for East Multnomah County”

## **ECOS Participants:**

ECOS partners have signed interagency agreements to participate in the planning and implementation of a regional One Stop Career System in East County. All stakeholders will be included in the planning and implementation process. A series of focus groups were held with system stakeholders in 1999 to identify what they would need in place in order for the system to have value for them. These suggestions are included in the community plan: “Demand Driven Workforce Strategy for East Multnomah County”.

Stakeholders were all given the opportunity to participate as voting members of the board of ECOS, Inc. The following agencies/individuals chose to participate at this level:

East County One Stop, Inc. Board of Directors, followed by a matrix of stakeholders in the ECOS initiative.

Name	Organization
Gloria Wood	AFS
Tom Dearborn	Alpha HS
Catherine Hoofard	At-large
Fred Rau	Centennial SD
Carolyn Morrison/Kelli Walker	Child Care Support Services
Jeanne Yerkovich	David Douglas HS
Patti Swanson/Owen Gibson	Eastwind Center
Lorena Campbell	EC Caring Community
Francisco Lopez/Devin Barnard	El Programa Hispano
Khadim Chishti/Chris Bekemeier	FamilyWorks
Sherry Scheinman	Gresham Barlow SD
Claudia King/Helen Estrada	Human Solutions
RuthAnne Cox-Carothers/Lynn Mayer-Beam	IAM Cares
Sharron Kelley	MC Board of Commissioners
Jeanne Wheaton/David Dragavon	MC Aging & Disability
Dave Landis/Kelly Carroll	MC Dept. Comm. Justice
Carol Cole	MC Health Dept.
Kim Freeman/Gwen Nothwang	MHCC
Maureen Dooney/Karen Cusick	OR. Employment Dept.
Angelique Kaufmann	OR. Human Develop. Corp
Meg Kilmer	Parkrose SD
Maren Peterson	Portland Habilitation, Inc.
Marietta Schlumpf/Don Walters	SMS Services
Joann Espinosa	Springdale Job Corps
Jesse Kappel	VRD

*“The ultimate beneficiary of ECOS is the Community at Large”.*

<u>Key Stakeholder</u>	<u>Role</u>	<u>Key Value</u>
Local Business	Provide Employment On-the-T Corporate Citizenship	Pool of capable employees Retention Profitability
Job Seekers	Job Ready Good Attitude and Work Ethic Resolved Transportation and Child Care Issues	Improved Quality of Life Job Retention
Job Advancers	Self-directed Career Path Job Retention	Improved Quality of Life
School-to-Work Programs	Training/Counseling	Increased enrollment Reduction of drop-outs
Private Training Programs	Assistance to Business	Business Connections
Community Colleges	Placement, technical competencies	Demonstrates success
Private Sector	Credibility	
Government Agencies	Case Management Shared Costs Support Services	Shared Costs Advocacy for need
Community Based Organizations	Specialized Knowledge	Advocacy Satisfies mission
Private Sector	Financial support	Credibility

**The Ultimate Beneficiary of ECOS is the Community At Large**

- Fewer individuals dependent on public funding
- Increased number of taxpayers – larger tax base
- A thriving community attracts new business

**Program Resources, Budgets and Funding**

What resources can ECOS expect to sustain operations? How much money will ECOS need to fund this organization from inception through growth stages. What is an acceptable annual operating budget? what level and when do ECOS expect to reach this goal? Anticipated, future income: Foundation/grant funds for project management, fees-for-service from specific activity: i.e.: occupational analysis, research, specific data collection for partner agencies, fees from training and workshops.

**Incomplete pending further discussion with the Finance Committee**

## Operations

### **Work plan and committee structure – action plan attached**

The operational work of the organization is carried out by a combination of volunteer committees, task forces, the Board of Directors, in-kind support from partner agency staff, and contracted consultant work.

The ECOS, Inc. Board of Directors shall secure the services of a bookkeeper/CPA/ who will also conduct an annual audit and complete the Non-profit IRS 990's.

Fiscal Agent requirements, quarterly progress reports, annual performance and outcome reports

How will ECOS organize, staff and monitor ECOS activities?

How will ECOS ramp up ECOS organization capabilities to match program projections?

## Management Team

One of ECOS' greatest strengths is the commitment from the people that have been on board since 1996 and have built this organization into what it is today. The majority of the ECOS, Inc. Board of Directors were in attendance at the initial, formation meeting convened and chaired by Multnomah County Commissioner Sharron Kelley on May 1, 1996. This is a group with a passion to do what it set out to do: create a systemic approach to workforce development that leaves no one behind.

In addition to a strong management team and Board of Directors, ECOS, Inc. has engaged partner organization support, front line, and case management staff in the planning and implementation of the system development process. This has contributed to the strength of the organization and its capacity to communicate to all levels of the organizations it serves.

Please refer to the attached brief bios on the backgrounds of ECOS board members, ECOS executive and management team members.