



**United Association Local 290**  
**College of Mechanical Systems & Technology**

# **STRATEGIC PLAN**

**2022-2025**

## **INTRODUCTION**

UA Local 290 College of Mechanical Systems & Technology regularly strives to develop and increase the scope and quality of our apprenticeship programs, ensuring that the educational institute efficiently meets the needs of the clients we serve, and the contractors who employ our apprentices in an ever-changing market.

UA Local 290 College of Mechanical Systems & Technology provides learning opportunities which meet the needs of clients, contractors and the union through quality apprenticeship programs with the following:

- Qualified staff and instructors.
- Training and skills utilized in the workplace through traditional mentoring and hands-on delivery methods.
- The partnership between the college and industry to provide quality training.
- Quality training facilities and administrative support to all apprentices enrolled in the Local 290 apprenticeship programs.

The existence of this strategic plan and its successful implementations leads the UA Local 290 College of Mechanical Systems & Technology to a more formal planning strategy. Developing a strategic direction is not a one-time event, but an ongoing commitment and process. The strategic direction represents a compass that will be used to guide future strategic decision-making and ongoing operational work.

Therefore, the governing body has both the right and the responsibility to:

- 1) Change the 3 to 5-year strategic plan when it needs to be changed based on sound reasoning and assessment.
- 2) Review and update the strategic plan on an annual basis.

### **I. MISSION STATEMENT:**

The mission of UA Local 290 College of Mechanical Systems & Technology is to train highly qualified, skilled and marketable Plumbers, Steamfitters, and HVAC/R Technicians for these industries. We are dedicated to developing professionals who bring expertise, character and a sense of teamwork to the clients we service, the contractors who employ us, and the union represent.

### **II. VISION STATEMENT:**

Values, beliefs, and vision are vital to keeping an organization moving forward. Although the values, beliefs and vision of UA Local 290 College of Mechanical Systems & Technology are clearly stated in the strategic plan, our Joint Apprenticeship Training Committee (JATC) believes in ensuring that our vision and mission are aligned with the strategic plan and with the Bureau

of Labor and Industries (BOLI) Apprenticeship Training Division (ATD) and the State Standards, which oversees all disciplines of the apprenticeship programs.

Based on our current Mission and Vision statements, we envision a future with the following characteristics:

- Increase the number of apprentices in all disciplines of our trade, which include minorities, females and veteran's recruitment, to meet the Affirmative Action Work plan goals.
- Commitment to our apprentices to help them prepare for high-skill, high-demand, high-wage jobs in our industry.
- More consistency in theory based related training and purposeful hands-on training to meet 21<sup>st</sup> century industry demands.
- Significantly improved communication with the educational system and the understanding of the plumbing and pipe trades industry as a viable occupational career field.
- Increased communication with all key stakeholder groups.
- The ability to identify future required workforce skills and expertise.
- Increased resources from grants and other funding sources.

Our vision is to be a part of a career and technical education system that will be the preferred educational option for those adults seeking an occupational trade beyond high school. We will continue to strive to create a highly skilled workforce to assure economic competitiveness in the marketplace.

### **III. OBJECTIVES 2022 - 2025:**

- A. UA Local 290 COMSAT will develop new sources of revenue through grants and other educational resources.
- B. UA Local 290 COMSAT will be a leader in helping to improve the recognition of the plumbing and pipe trades industry as a viable and important career field and will also focus on the recruitment and completion ratios of minorities, females and veterans in all disciplines of the apprenticeship program.
- C. UA Local 290 COMSAT will have an infrastructure that supports and communicates our strategic goals.
- D. UA Local 290 COMSAT will communicate, market and promote the success of the apprenticeship programs to facilitate economic growth and market recovery for new and existing business and industry.
- E. UA Local 290 COMSAT will develop a new educational deployment structure to increase apprentice classroom instruction retention, improve educational opportunities, and provide better quality of life improvements to apprentices.

- F. UA Local 290 COMSAT will restructure the Selection Procedure for applicants to enter the apprenticeship program to provide greater accessibility, remove barriers to entry, and increase the Diversity, Equity, and Inclusion of the programs and have an apprenticeship program that more accurately represents the local workforce communities that the employers exist within.

#### IV. STRATEGIES FOR ACHIEVING OBJECTIVES:

Strategies indicate how we will organize, focus, and expend our resources to maximize effectiveness and efficiency in achieving these goals. The strategies will be reviewed and updated on an annual basis. The strategies were rated in importance of when they should be undertaken. The three ratings include:

**High:** *Work on this strategy must be undertaken in the next calendar year.*

**Middle:** *Work on this strategy should be undertaken in the next calendar if at all possible.*

**Low:** *Work on this strategy can wait.*

**Goal A: UA Local 290 College of Mechanical Systems & Technology will develop new sources of revenue through grants and other educational resources.**

1. **(High)** Assess the current availability of grant opportunities that the states make available to educational institutions.
2. **(Medium)** Explore federal grant resources for accredited educational institutions and registered apprenticeship programs.

**Goal B: UA Local 290 College of Mechanical Systems & Technology will be a leader in helping to improve the recognition of the plumbing and pipes trades industry as a viable and important career field.**

1. **(High)** Show future applicants, including minorities, females and veterans, that Local 290 Journeyman earn good wages and benefits as HVAC/R technicians, plumbers and steamfitters. Promote public perception of UA Local 290 as the leader in technical education, continuing education, and business and industry training.
2. **(Medium)** Attend the college days and job fairs to promote an awareness and understanding of our technical skill training in the apprenticeship program. Develop partnerships with state and local agencies, and community colleges to provide resources for more comprehensive training services.
3. **(Medium)** Show off the work of the union trades' people through increased community involvement. Develop and promote an understanding of the relationship between a well-educated, well-trained workforce, the economic well-being of the UA Local 290 geographical region and education and technical skill training.

4. **(Low)** Start partnerships with high school vocational programs.

**Goal C: UA Local 290 College of Mechanical Systems & Technology will have an infrastructure that supports and communicates our strategic goals.**

1. **(High)** Realign the Board of Trustees and Occupational Advisory Sub-committees so that there is greater interaction to provide comprehensive, high quality apprenticeship programs that meet the individual needs of our students and the employment needs of business/industry.
2. **(High)** Partner with other entities to promote and market the apprenticeship programs. Continue to expand relationships with existing business/industry groups to optimize the awareness of UA Local 290 apprenticeship programs and to improve the effective delivery of training.
3. **(High)** Request and obtain approval to expand Training Center staffing to accommodate the need for Full-time Instructors to replace Part-time Instructors for the Block Scheduling model.
4. **(High)** Hire, train, onboard, and implement Full-time Instructors and realign curriculum to be taught in a forty (40) hour work week for five (5) weeks a year for five (5) years for each program.
5. **(Medium)** Provide ongoing communication with all industry stakeholders to meet student needs for authentic employment experience by increasing the delivery of accurate Job Performance Evaluations through increasing the delivery of work-based Journey level mentoring/instruction across all disciplines of the apprenticeship programs.

**Goal D: UA Local 290 College of Mechanical Systems & Technology will develop a facially neutral application process.**

1. **(High)** Establish a relationship with the local Work Source Centers and community colleges to provide testing opportunities for the National Career Readiness Certificate (NCRC) exam, also known as WorkKeys.
2. **(High)** Get the State Approving Agency (SAA) to approve the implementation of the validated exam in the program's selection procedures.
3. **(High)** Develop a structured evaluation system for applicants.
4. **(Medium)** Provide a location for testing locally for the NCRC exam.

## V. STRATEGIES FOR EVALUATING PROGRESS:

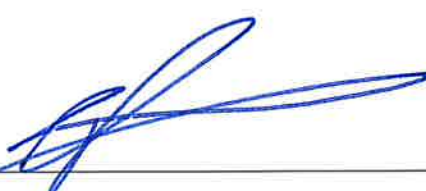
- A. Are objectives being achieved? If not, what factors are affecting the outcome?
- B. Will ongoing objectives be achieved within the timelines specified in the plan? If not, why?
- C. Should the deadlines for completion be extended?
- D. Do assigned staff have adequate resources to achieve objectives?
- E. Are the objectives still realistic and attainable?
- F. Do more resources need to be allocated to put more focus on achieving the goals? Which resources and how?
- G. Should objectives be changed?
- H. How has evaluating strategies improved the strategic planning process?

## VI. RESULTS:

- Improved JATC Trustee and Occupational Advisory Sub-Committee participation.
- Improved Staff and Instructor participation in the process of accreditation.
- Continual improvement in the quality of written theory related curriculum in all disciplines in the program. Maintain and update facilities and equipment to assure the delivery of a quality apprenticeship program.
- An overall expectation to exceed the goals and timetables of a more diverse apprenticeship program which includes a greater number of minorities, females and veterans registered in all disciplines of the trade. All apprentices will be prepared to participate in a competent workforce by improving applied instruction in soft skills, analysis, critical thinking, problem solving and work ethic both at the training facilities and on the job site.
- Ongoing skilled, qualified and marketable workforce that meets the industry's evolving needs. The JATC will include in the annual budget adequate funds to provide equipment and supplies at a level that assures high quality of education and hands on curriculum.
- Advancing a positive image of the industry as a viable career and successful field. Develop/update contacts from the educational systems for information throughout our geographic region to improve career opportunities available through Local 290 apprenticeship to young adults before, or immediately after, high school graduation.
- New and stronger partnerships that will enable UA Local 290 to be the primary and preferred source of education and training of a highly skilled apprenticeship program required for the region's workforce. (e.g. career days, job fairs).
- Improved instructional processes and measures of learning outcomes to increase apprentice achievement of overall competencies. Yearly instructor training in communication, leadership, effectiveness, and efficiency to assure that all instructors are well prepared with education, training, and job-related experience to teach the classroom related theory subjects assigned to them.
- Planning, research and development of the current market needs and upcoming projects within our industry to provide the necessary training to ensure that the apprentices are competent with the skills to remain competitive.

- Accountability of the Training Director and all staff to meet, or exceed, the expectations of the JATC, Occupational Advisory Sub-committee, contractors and clients through continuous evaluation of our apprenticeship programs for the individual success of every apprentice in each discipline of the program.
- Ability to identify apprentices who are not being successful in UA Local 290 quality apprenticeship programs and create a path of success for them using structured Performance Improvement Plans.
- A realigned governance structure between the JATC Trustees and the Occupational Advisory Sub-Committee that will promote the preparation of every apprentice for transition over a five-year period to become a skilled and marketable journey level worker.
- Hired eleven (11) Full-time Instructors and onboarded them.
- Shifted the Tualatin Training Center to Block Scheduling for all five (5) years of the apprenticeship program.
- Increased the diversity of the program through the OSATC approved selection procedure.
- Developed stronger ties with the local community-based organizations and pre-apprenticeship programs.

Signed: \_\_\_\_\_

  
Dominic De Piero, Director of Training  
UA Local 290 Training Center  
College of Mechanical Systems & Technology  
OR SW-WA NW-CA Plumbers and Steamfitters JATC



**Strategic Plan 2022-2025 Annual Review**

**UA Local 290 College of Mechanical Systems and Technology**

**November 13, 2023**

**Strategic Plan Addendum/Progress Report**

**Goal A: UA Local 290 COMSAT will develop new sources of revenue through grants and other educational resources.**

- The UA Local 290 COMSAT submitted a Grant Request to the State of California to apply for funding \$157,006.40 for the Eureka Instructional Service Center.

**Goal B: UA Local 290 COMSAT will be a leader in helping improve the recognition of the plumbing and pipe trades industry as a viable and important career field.**

- Authorized a disbursement of \$15,000.00 to be used for Outreach and Recruitment

**Goal C: UA Local 290 COMSAT will have an infrastructure that supports and communicates our strategic goals.**

3. Completed – 11 Full-time Instructors hired. Strategic meeting scheduled for January 8<sup>th</sup> to outline Business Plan for Outlying Training Centers.

4. Completed

5. Held/scheduled two sets of OAC meetings in 2023 – April and one scheduled for December for each trade.

**Goal D: UA Local 290 COMSAT will develop a facially neutral application process.**

1. Completed

2. Completed

3. Completed

4. Still in Progress – UA Local 290 will be evaluating the cost for becoming a testing site for the NCRC Exam.

**Changes/Addendums: - None**