

Workforce Innovation and Opportunity Act
Local Plan
Clackamas Workforce Partnership

Submitted by
Clackamas Workforce Partnership

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Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in eight (8) pages or less. The Oregon Employment Department's Workforce and Economic Research Division has a regional economist and workforce analyst stationed in each of the nine local areas. We received assistance in developing responses to the questions 1.1 through 1.3 below.

Please briefly address any available economic analysis that focuses on expectations for the COVID and post-COVID economy. Please limit the inclusion of tables and charts to those that are critical to your analysis.

An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupation; and the employment needs of those employers. [WIOA Sec. 108(b)(1)(A)]

Clackamas County averaged 166,200 nonfarm jobs in 2019, a one-year increase of 2.1% or 3,400. Over the decade, Clackamas County's nonfarm employment total rose by 28,900 jobs or 21%. Professional and business services led Clackamas County over the decade (2009-2019) to average 24,800 jobs in 2019, an increase of about 6,900 or 46% since 2009. Other top performing industries included education and health services (+6,200), construction (+5,200), leisure and hospitality (+4,200), retail trade (+2,600), manufacturing (+2,200), and other services (+1,400).

Clackamas County's total nonfarm employment declined 14.6% or 24,600 jobs at the onset of the COVID-19 Pandemic between February and April 2020. The leisure and hospitality group cut 8,000 jobs over the year ending in April 2020, falling by 21%. Education and health services lost 3,900 or 15% of its jobs, as elective procedures and appointments were cancelled and classrooms moved online. Retail trade cut 3,100 jobs (-7%) and other services, a broad industry that includes beauty salons, nail salons, and other close-contact services, shed 2,000 (-9%) over the year ending in April.

Clackamas County has regained 8,500 jobs or 35% of the jobs it lost at the onset of the COVID-19 pandemic. By October, leisure and hospitality regained 4,400 jobs or 55% of its loss, but the industry remained 4,400 jobs below its year-ago (October 2019) employment level. Education and health services added back 1,900 jobs, recovering 49% of its initial COVID-19 losses as elective procedures resumed and health care offices reopened. Retail trade regained 1,800 jobs or 58% of its losses and other services regained 1,400 or 70%.

How quickly Clackamas County adds back an additional 16,100 jobs, returning to full employment, depends on many unknowns. According to the Oregon Office of Economic Analysis' September 2020 Economic and Revenue Forecast, the economic recovery continues but the virus remains in control. Expectations were already that growth would slow noticeably over the colder, wetter months ahead. The latest surge in COVID cases all but ensures it. Even so, expectations remain that the economic expansion will endure. In fact, the forecast continues to expect the current recovery will be faster overall than in past severe recessions here in Oregon.

The Clackamas Workforce Partnership selected five targeted industry groups to represent its emerging in-demand industry sectors and occupations: Tech; Advanced Manufacturing; Health Care; Construction; and, Early Learning. These targeted industries are aligned with the greater Portland metropolitan area.

Tech

The Tech industry group includes software publishers (NAICS 5112), data processing (NAICS 5182), and computer systems design (NAICS 5415). Tech reached a peak of 3,897 jobs in 2019, an increase of about 840 or 27% since 2009. The Tech industry's payroll in Clackamas County rose to \$497.8 million in 2019 and wages averaged \$127,742. Tech included 378 employer units in the first quarter of 2019, with computer systems design representing about 54% of the group's employer units. Tech employers tend to be small – around 74% employed one to four workers in the first quarter of 2019, comparatively, about 57% of Clackamas County's private sector employers employed one to four workers.

Turnover in Clackamas County's Tech industry measured 6.4% in 2018, considerably lower than the 9.8% rate for all private industries. Workers age 35-54 held about 53% of Tech's jobs, while workers age 34 or younger were underrepresented at 27%. Males held 66% of the jobs in Tech, compared with 54% for all private industries.

Advanced Manufacturing

The Advanced Manufacturing group includes fabricated metal (NAICS 332), machinery (NAICS 333), computer and electronic products (NAICS 334), electrical equipment (NAICS 335), transportation equipment (NAICS 336), medical equipment and supplies (NAICS 3391), and metal and mineral merchant wholesalers (NAICS 4235). Advanced Manufacturing provided nearly 10,000 jobs in 2019 and a payroll of \$767 million, while annual wages averaged \$76,857. The industry included 315 employer units in the first quarter of 2019 with fabricated metal products representing about 41% of the total. Medium sized and large employers were prominent in Advanced Manufacturing, with about 9% of its units employing 100 or more workers and small employers with one to four workers representing about 38%.

The turnover rate for Advanced Manufacturing, at just 5.6%, was about half the 2018 private industry average. Workers in the 45-54 and 55-64 filled about 49% of Advanced Manufacturing's jobs. Only 4% of Advanced Manufacturing's jobs were held by workers age 24 or younger. Males held 74% of the jobs in Advanced Manufacturing, compared with a more balanced 54% for all private industries.

Health Care

The Health Care group includes ambulatory health care (NAICS 621), hospitals (NAICS 622), and nursing and residential care facilities (NAICS 623). Health Care provided around 18,600 jobs in 2019 with a payroll of \$1.208 billion, while wages averaged \$64,899. Health Care rose by nearly 4,000 jobs or 27% since 2009. The industry included 1,023 employer units in the first quarter of 2019, with ambulatory Health Care representing about 74% of the group's units. Small firms employing one to four workers represented 44% of Health Care's units, well below private industry's 57%. Employers with five to nine jobs held 26% of Health Care's units, compared with private industry's 19%.

The turnover rate for Health Care, at 7.4%, was below the private industry average in 2018. Workers in the 25-34 age group held about 23% of Health Care's jobs, while workers age 35-44 filled 26%. For all private industries, these two age groups held a 43% share. About 9% of Health Care's jobs were held by workers age 24 or younger, compared with around 13% for all private industries. Females dominated the Health Care workforce, representing about 75% of its jobs, compared with 46% for all private industries.

Early Learning

The Early Learning group includes child day care services, NAICS 6244. Early Learning reached a peak of 1,120 jobs in 2019, an increase of about 480 or 74% since 2009. Early Learning's payroll in Clackamas County reached \$26.6 million in 2019 and wages averaged \$23,710.

Early Learning included 107 employer units in the first quarter of 2019. The largest employers in the Early Learning group topped out at 20-49 jobs. About 19% of Early Learning's employer units were in the 20-49 group, compared with 8% for all private industries. About 39% of the group's employer units were in the 1-4 jobs category, followed by the 10-19 job category with 22%. The turnover rate for Early Learning, at 11.8% in 2018, was somewhat higher than the private industry average. Young workers held a larger share of Early Learning's jobs when compared with all private industries. Workers age 24 and under held 22% of Early Learning's jobs compared with 13% for all private industries. Females held 89% of Early Learning's jobs compared with 46% of all private industry jobs.

Construction

Construction (NAICS 23) reached a new peak in 2019, rising to 14,160 jobs. Construction's payroll totaled \$879 million, while annual wages averaged \$62,099. Since 2009, Construction has gained 5,300 jobs, an increase of 60%. The industry included 1,657 employer units in the first quarter of 2019 with small firms (1-4 employees) representing about 61%. Only 2% of construction firms employed 50 or more workers compared with about 4% for all private industries.

The turnover rate for Construction, at 10.8% in 2018, was somewhat higher than the private industry average, which measured 9.8%. Young workers held a smaller share of the Construction industry's jobs when compared with all private industries. About 45% of the Construction industry's jobs were held by workers in the 35-44 and 45-54 age groups compared with 42% for all private industries. Females held 20% of Construction's jobs compared with 46% of all private industry jobs.

[An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. \[WIOA Sec. 108\(b\)\(1\)\(B\)\]](#)

The Portland Tri-County Region, which includes Clackamas, Multnomah and Washington counties will add 131,200 jobs between 2019 and 2029, according to projections from the Oregon Employment Department. This represents an 11% increase in employment over 10 years. The growth stems from anticipated private sector gains of 100,600 jobs (+11%) and 6,700 jobs (+6%) in government.

Industry Projections

There will be job opportunities in each of the broad private sector industry groups, as all are expected to add jobs by 2029. The professional and business services sector – which includes computer systems design services, temporary employment agencies, and business support services, among other industries – is projected to add the largest number of jobs (28,400), followed by the private education and health services (24,000). The Information industry is projected to grow by 2,900 jobs or 13% and construction will add 6,300 jobs, rising by 11%. Manufacturing is projected to grow by 5,900 job, an increase of just 6% and well below the 11% increase expected for total employment.

Occupational Projections

Between 2019 and 2029, there will be job openings in almost all occupations. These openings will come from both economic growth (new and expanding firms) and vacancies that are created when workers leave an occupation (e.g., retirement). Among the broad occupational groups, health care (+16%), management, business and financial (14%) and transportation and material moving (+14%) top the list for fastest-growing by 2029. Service occupations (which include protective services, building and grounds cleaning, personal appearance workers, funeral service workers, and more) rank first with the most job openings. Service occupations made up 17% of the jobs in 2019 and are projected to comprise 24% of the openings over the decade.

Nine out of 10 total job openings (about 1.3 million) are expected to be due to the need to replace workers who retire, leave the labor force for other reasons, or make a major occupational change, with the remaining openings due to new or expanding businesses. Replacements overshadow growth openings in all broad occupational categories. Occupations expected to have the most job openings tend to be the largest, include retail salespersons, cashiers, food preparation workers, waiters and waitresses, and customer service representative.

In terms of fastest-growing, seven of the top 20 fastest-growing occupations are either health care practitioners or health care support workers. They include physician and medical assistants, nurse practitioners, and physical therapists assistants. Other top growing occupations are related to computers and math – software developers, information security analysts, operations research analysts, and statisticians. On the other end of the spectrum, several occupations are expected to decline, including data entry keyers, executive secretaries and executive

administrative assistants, office machine operators, legal secretaries, computer operators, and press technicians and workers.

Tech

At the occupational level, 79% of The Tech industry's jobs required a Bachelor's degree to be competitive in 2019. Occupations requiring a Master's degree represented about 6% and an Associate's degree covered 4%. High school diploma or equivalent provided a competitive training level for over 5% of the group's jobs. Postsecondary training (non-degree) was a competitive education requirement for about 4%.

Advanced Manufacturing

At the occupational level, 25% of Advanced Manufacturing's jobs required a Bachelor's degree to be competitive in 2019. Postsecondary training (non-degree) was a competitive education requirement for 18% of Advanced Manufacturing jobs. Occupations requiring a Master's degree represented 18% and an Associate's degree covered 16%. High school diploma or equivalent provided a competitive training level for about 24% of the group's jobs.

Health Care

Health Care offered job opportunities across all educational groups. At the occupational level, 28% of Health Care's jobs required a Bachelor's degree to be competitive in 2019. Postsecondary training (non-degree) was required for about 28% of Health Care's jobs. Doctoral or professional degrees were in high demand, representing 9% of Health Care's jobs, while an additional 8% required a Master's degree to be competitive. A high school diploma or equivalent provided a competitive training level for 20% of the group's jobs. An Associate's degree was required for 7% of Health Care's jobs.

Early Learning

Two occupations resented 71% Early Learning jobs in 2019. Preschool Teachers, the largest occupation in the Early Learning group (47%) required a Bachelor's Degree to be competitive. Next, Childcare Workers (24%), required postsecondary training (non-degree) to be competitive. About 12% of Early Learnings jobs required an Associate's degree, followed by a Master's degree (6%) and high school diploma or equivalent (3%).

Construction

At the occupational level, about 53% of construction's jobs required postsecondary training (non-degree) to be competitive in 2019. High school diploma or equivalent provided a competitive training level for around 28% of the group's jobs. Bachelor's was a competitive education requirement for 13% of Construction's jobs, while just 1% required a Master's degree.

[An analysis of the local workforce, including current labor force employment \(and unemployment\) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. \[WIOA Sec. 108\(b\)\(1\)\(C\)\]](#)

Workforce

Clackamas County is part of the Portland-Vancouver-Hillsboro, OR-WA MSA, a seven county MSA that also includes Columbia, Multnomah, Washington and Yamhill counties in Oregon, along with Clark and Skamania counties in Washington State. The Portland MSA's labor force totaled more than 1.326 million in 2019 and Clackamas County represented about 17% or 219,500. Clackamas County's unemployment rate averaged 2.9% in 2019, falling slightly below the U.S.'s 3.5% and Oregon's 3.4%.

Clackamas County's labor force total rose by about 17,200 or 8.5% over 2009-2019, well above Oregon's 6.4%. A median aged Clackamas County resident was 41.6 years-old in 2019 (ACS 1-year), while Oregon's median age, at 39.7 years, was about two years younger. Residents age 20 to 44 comprised 31.7% of Clackamas County's

population compared with about 34.1% of Oregon's. Older residents and those nearing retirement age 50 to 64 years represented 20.2% of Clackamas County's population in 2019, compared with Oregon's 18.6%.

Education

At the total population level, Clackamas County's workforce seems to have a sufficient level of educational attainment for Clackamas County's future occupational openings. The county has more graduate and professional degree holders than will be required for the openings expected in the near future. The situation is a bit tighter for openings that require a bachelor's degree to be competitive; 24% of the population holds the degree, and 19% of the expected openings will require one. Only 6.4% of the population had less than a high school diploma in 2019. While 46% of future occupational openings will require high school diploma to be competitive, 22.4% of the population can meet this need exactly, and 71.2% exceed it.

Barriers to employment

People have barriers to employment aside from insufficient education. Most jobs require the ability to speak English. According to the American Community Survey (2019 1-year data), around 87% of Clackamas County's residents age 5 and over speak English only. Residents that speak a foreign language at home represented the remaining 13%— and out of that group around 70% speak English "very well". Just 4% of Clackamas County's residents speak English less than "very well". Spanish speakers represented nearly 6% of the county's residents age 5 and over and out of that group 70% speak English "very well".

Having a disability also constitutes a barrier to employment for many people. There were approximately 49,000 Clackamas County residents with a disability in 2019. About 6% of the employed workforce had a disability. People with a disability made up 9% of the unemployed. All told, more than half, 54%, of Clackamas County residents with a disability were not employed.

A criminal history is also a barrier to employment for some residents of Clackamas County. A national study published by the Center for Economic and Policy Research estimated that in 2008 about one in 33 working age adults was an ex-prisoner, and about one in 15 was an ex-felon. This proportion would imply that about 7,600 ex-prisoners and 16,800 ex-felons live Clackamas County. Clackamas County Community Corrections operates two work release programs, the Corrections Center, an 80-bed male facility and the Women's Center, a 34-bed facility.

About 7% of Clackamas County's population or 29,192 residents, fell below the poverty line in 2019; the poverty rate for the county's 251,416 working age adults (18-64 years) was 7.3%. For residents with educational attainment below the high school level (18,759), 18.4% or 3,443 fell below the poverty line in 2019. Looking at employment status, 18.6% of the unemployed (2,102) fell below the poverty line. For Clackamas County's 108,546 families, just 2.8% fell below the poverty line. When children under 18 years were present, the poverty rate for families rose to 6.7%. For families with children under age 5, the poverty rate rose to 14.6%.

According to the National Institute of Mental Health, there were an estimated 11.2 million adults aged 18 or older in the United States with serious mental illness or SMI. This number represented 4.5% of all U.S. adults. The prevalence of SMI was higher among women (5.7%) than men (3.3%). For Clackamas County, the number of adults with a SMI numbered about 14,600.

Looking at 2019 veteran's status, there were 10,769 working age veterans in Clackamas County. Veterans in the labor force numbered 8,781, representing about 82% of Clackamas County's working age veterans.

Clackamas County's population totaled 418,187 in 2019, and the white racial group represented 376,465 residents or 90%. Here are the population totals for the county's communities of color: Black or African American - 7,390 (1.8%); American Indian and Alaska Native – 8,980 (1.8%); Asian – 27,280 (6.5%); Native

Hawaiian and other Pacific Islander - 2,730 (0.7%); some other race – 14,224 (3.4%). The Hispanic or Latino ethnic group represented 37,679 (9.0%) Clackamas County residents.

Seniors represented 18.8 % of Clackamas County 2019 population total or 78,411 residents. Males comprised 49.4% or 206,763 residents and females represented the remaining 50.6% or 211,424 residents. Clackamas County’s rural population totaled 86,461 to represent 21% of its residents.

According to Clackamas County government, the number of people experiencing homelessness counted in 2019 was 1,166, a 9% increase from 2017. There was a significant decrease in the number of unsheltered people counted, likely because Clackamas County operated more warming shelters during the winter of 2018-19. (The count includes anyone who doesn’t have permanent, stable housing.) People of color are disproportionately experiencing homelessness in Clackamas County. Unaffordable rent, unemployment, eviction, interpersonal conflict and mental or emotional health issues were the most common problems faced by those who told us what caused them to leave their last living arrangement. The majority of those surveyed have been Clackamas County residents for two or more years, and primarily live in Oregon City, Clackamas, Molalla, Milwaukie, Sandy, Estacada or Canby.

Please briefly address any available economic analysis that focuses on expectations for the COVID and post-COVID economy.

An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

Clackamas County’s Workforce Board has three adult and dislocated worker service providers and, along with the Oregon Employment Department and other WorkSource Clackamas partners, provides services to over 5,500 adult and dislocated workers and over 300 businesses per year. As we move deeper into the COVID-19 pandemic, we anticipate the demand for workforce services and system will increase and be different than previous recessions.

A wide variety of workforce development activities are available to both job seekers and businesses in the Clackamas County area. Job seekers and career changers can receive individualized case management services resulting in the development of career/employment plans, assessments, training and educational services, support services, and job placement and retention services in order to find, keep and advance in jobs. Lay off aversion and rapid response services are available to help expanding businesses meet their needs, declining businesses prevent layoffs, and/or assist affected workers in returning to work as quickly as possible in the event of a major dislocation event.

Types of education, training and employment activities include short-term pre-vocational training, work experiences, English language acquisition, occupational skills training (both short and long-term), registered apprenticeships, on-the-job training (OJT), entrepreneurial training referrals, adult basic education, customized training, job search workshops and individualized job placement services. Most of these services were provided at our local WorkSource Clackamas location and at Clackamas Community College, pre-COVID and now virtually.

Participants who attend training retain employment at a higher rate than those who do not receive training. Participants receiving training are employed 2 quarters after exit 77% of the time, vs 70% for those who have not received training and retain employment for 4 quarters after exit 80% of the time, vs 71.2% for those who have not received training. Work-based training, including OJT’s, are known to be an effective strategy for people entering and retaining employment.

CWP has consistently placed people in jobs at the highest median earning rate in the State. We believe this is a result of prioritizing training funds for living wage occupations considered “in-demand” or with significant annual openings or vacancies. The strengths of CWP’s training and job placement services are also a result of CWP’s Sector Strategies work with employers. Employer input, a critical part in the development of in-demand career pathways, guides our public workforce investments and links the workforce supply with training and education programs to meet industry demand. Our partnerships across multiple organizations, agencies, and systems are strong and growing; communication + collaboration has increased to provide customers with comprehensive services, resources, and information.

Due to COVID-19, all work has been done remotely since March 17, 2020. This has been a significant variation from our usual style of direct service. It has been especially challenging for a significant number of our participants who do not use email, do not have access to computers, and who struggle with basic literacy in their native language. Staff quickly developed a system for remote intakes. Training enrollments have decreased as many of our participants are home schooling their children and coping with COVID challenges that prevent them from taking the time needed to attend an online training. Enrollments have been slower into healthcare training programs as people are hesitant to work in the healthcare industry until COVID is under control. Many training programs have been unable to continue in person clinicals and labs due to the risk of COVID-19 exposures. This has continued to be an ongoing challenge with the advent of another rise in COVID outbreaks. In addition to virtual service delivery, skills development workshops have transitioned to an online format, with opportunities available each month to WorkSource Clackamas customers.

[An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. \[WIOA Sec. 108\(b\)\(9\)\]](#)

Clackamas Workforce Partnership contracts for a multitude of services through C-TEC Youth Services at the Clackamas Education Services District. To qualify for services and programs offered, a candidate must face one or more barriers preventing them from the successful attainment of a high school degree, GED, or employment and training services. One of the key focuses of WIOA is to provide youth pathways to higher education and assist them with obtaining a degree and/or employment training services. In fact, during program year 2019, with the majority of Q3 and all Q4 falling within the pandemic, 57% of the youth enrolled with C-TEC Youth Services (contracted through CWP), were still able to obtain a high school diploma, GED or other credential, while continuing to build on their skills and future employment goals. In addition, youth were also provided with additional services -- academic and occupational skill development; post-secondary training or certification; internship and externship placements; and employment. The results of WIOA services would not be possible if it not for the established relationships providing the required services to the disengaged youth within our community.

As a result of a strong partnership with C-TEC, Clackamas County has been successful in serving youth with multiple barriers to education and employment each year. It is because of strong coordination of services that at-risk youth within the county can become more self-sufficient, while still receiving the necessary support through case management, financial support, and assistance, as well as access to resources and skill building opportunities. Students are placed into identified targeted sectors within the region, to provide them with the opportunity to enter fields that provide livable wages and long-term career options.

CWP is active in numerous community projects engaging youth in training opportunities, building connections to businesses, and providing training services for the youth facing barriers to employment. Projects and programs include, but are not limited to the following:

- Partnership and coordination in the annual Manufacturing Day, normally held in October, to provide youth

with first-hand exposure to the inner workings of the industry. Students participate in mock interviews, industry tours, presentations from local manufacturing businesses, along with networking opportunities to encourage and connect youth to summer internships and employment opportunities. This event is supported by many partners and local businesses. As an in-person event was no longer possible in October of 2020 due to the COVID-19 pandemic, CWP surveyed local CTE programs throughout our educational service districts on what virtual Manufacturing Day services they were coordinating and provided technical assistance and linkages to local industry.

- Clackamas and Northwest Youth Careers Expo: Annual events that showcase industry to local and regional youth, highlighting what it will take to become competitive in today's ever-changing workforce and get started on career paths that are in high demand.
- Clackamas Regional Skills Competition: Hosted by Clackamas Community College, this event provides an opportunity for the local youth to compete on a regional level in fields ranging from Chemistry and Computer Science to Journalism and Engineering, among a dozen other specialized fields. Cancelled due to the pandemic, CWP will work with community partners to support the creation of a virtual skills competition in the future.

CWP has been instrumental in supporting local economic growth and the development, not only the businesses in the county and region, but of student-to-business relationships which are crucial in order to build awareness for the youth to this industry.

CWP has partnered with our local DHS to serve more TANF youth participants. The goal is to provide work-readiness and training services that promote self-sufficiency and independence. The services provided to these youth participants are geared and developed to build upon the basic skill sets they enter the program with. Additionally, the program serves to increase youth work-readiness skills to improve their competitiveness in the workforce along and focusing on occupational skills and interest which better align with the individual interests of participants

Following public-health recommendations and prioritizing safety of participants, the TANF youth are provided with opportunities to participate in work experiences, which include, but are not limited to the following:

- Exposure to various aspects of an industry;
- Internships and job shadowing;
- Integration of basic academic skills into work activities;
- Instruction in work-readiness skills or generic workplace skills;
- Other elements designed to achieve the goals of work experience.

Along with all the WIOA eligible youth, participants receive access to services such as adult mentoring opportunities, along with follow up and retention services from the Career Advisors assigned to them.

Section 2: Strategic Vision and Goals

Please answer the questions in Section 2 in twelve (12) pages or less. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

Include how your vision, goals, and strategic planning process may respond to significant changes in your local area due to major events (e.g., the COVID pandemic, etc.).

2.1 Provide the board’s vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]

Clackamas Workforce Partnership is responsible for convening public and private partners together to support the local workforce and meet the employment needs of businesses. We stand at the intersection of everything workforce related, bringing together a wide array of partnerships to create workforce solutions that work for the Clackamas community and greater region. Clackamas Workforce Partnership is a problem solver. We tackle issues that face our workforce partners to create a dynamic community and a better place to do business.

Mission: Address critical workforce challenges that meet the need of business and strengthens the local economy of Clackamas County.

Vision: Clackamas County thrives with a skilled workforce that creates sustained economic prosperity for existing and new business.

Values:

Collaborative:	We convene all stakeholders and are fully present in our community.
Responsive:	We readily react with intention.
Solutions-oriented:	We seek out proactive answers and act to solve to challenges people and business face.
Innovative:	We challenge the status quo with creativity and dynamic empathy.
Equitable:	We advance access and full inclusion for all.

2020-2024 Goals:

People: Ensure that all people are competitive in a 21st century economy, reach their full potential, and meet their employment needs.

Strategies:

- Enhance awareness of services through targeted outreach strategies so that people know what is available to them and how to access it.
- Coordinate with community partners to develop strategies to remove barriers and further engage marginalized communities in workforce services.
- Develop shared staff training opportunities and resource-sharing platforms that include multiple systems and agencies operating within the workforce system.
- Utilize disaggregated data to drive program development and increase impactful results.

Measure:

- Numbers enrolled in the system
- Utilization of workforce services among marginalized communities
- Adult & DW employment 2nd quarter after exit
- Adult & DW employment 4th quarter after exit

- Adult & DW median earnings 2nd quarter after exit
- Adult & DW credential attainment rate
- Youth education, training, or employment 2nd quarter after exit
- Youth education, training, or employment 4th quarter after exit
- Youth credential attainment rate

Business: Align public and industry partners to enhance workforce recruitment, retention, and advancement.

Strategies:

- Collaborate with businesses and system partners to develop industry focused workforce solutions.
- Facilitate collaboration between system partners to further coordinate services aimed at the business community, while emphasizing equity and inclusion.
- Enhance awareness and utilization of the workforce system in the business community.
- Develop a customer satisfaction and reporting system to ensure employer’s needs are being met.

Measure:

- Number of businesses engaged with Sector Strategies.
- Number of businesses served through coordinated service delivery and engagement.
- Satisfaction of services through workforce system
- Number of engagement opportunities with an emphasis on equity and inclusion
- Feedback mechanism

System Awareness & Alignment: Create a workforce ecosystem with public-private partnerships of business, education and community-based organizations that actively invest in systems change.

Strategies:

- Align current partners for more successful referrals, hand-offs, and co-case-management.
- Map various systems that support success to identify gaps.
- Engage and integrate new partners to fill these gaps.
- Develop a plan for targeted usage and acquisition of funding/resources.
- Advocate for and successfully share the story of shared work and systems.

Measure:

- System Map (including current funding and resources)
- Number of current and new partners
- Number of shared annual professional development and training opportunities
- Number of case studies and stories

2.2 Describe how the board’s vision and goals align with and/or supports the vision of the Oregon Workforce and Talent Development Board (WTDB):

The WTDB approved their [2020-2021 Strategic Plan](#) in September 2019.

Vision

Equitable Prosperity for All Oregonians

Mission

Advance Oregon through meaningful work, training, and education by empowering people and employers

The Clackamas Workforce Partnership Board is fully supportive of the (WTDB) vision and intends to deliver on the expectations set out by the strategic goals. CWP and the local workforce system would like to capitalize on the opportunities made available with WIOA with assistance from the State Board. From the initial strategies through the sunset of the local plan, building a system that truly benefits the economic drivers of Clackamas and Oregon, as well as the citizens of the region is necessary and essential.

CWP is committed to the development of a regional workforce system that is accessible, inclusive, and equitable for diverse communities and individuals. Prior to the COVID-19 pandemic, CWP was the first workforce board in the State of Oregon to develop and implement an equity lens and convene an advisory council comprised of current/former WorkSource customers and community partners. While this group has suspended during the pandemic, CWP is coordinating with local partners to better align our systems and methods of service delivery to better reach marginalized populations, conducted strategic outreach and engagement, partner and support culturally specific providers in the county, and provide responsive, human-centered services.

A focus on systems change and collective impact is braided through each of the CWP goals. CWP shares the values as the WTDB.

To identify major shifts, such as COVID-19, and make necessary adjustments to the Strategic Plan, current economic and workforce data and program performance is used and reported to the Board Members during the Board of Director meetings and Advisory Groups that meet no less than quarterly. This information is also shared with local area partners and program providers. These groups provide guidance and feedback to staff so that we can quickly respond to the changes in the area and providers make necessary shifts in program offerings.

Presently, CWP executive director serves as a member of the WTDB as the Oregon Workforce Partnership representative. She also served on the WTDB Executive Committee, True Wage Task Force, and Artificial Intelligence Task Force. This participation is one-way CWP stays engaged with state-level efforts to drive local efforts.

2.3 Describe how the board's goals, strategies, programs, and projects align with and will contribute to achieving the WTDB's Imperatives, Objectives, and Initiatives summarized below:

- **Advancing equity and inclusion and connecting all of Oregon's communities (tribal, rural, urban, and others);**
- **Working collaboratively and expanding workforce system partnerships, especially public-private partnerships;**
- **Acting on bold and innovative strategies that are focused on results;**
- **Aligning workforce system programs and services and investments;**
- **Increasing awareness, access, and utilization of workforce system programs and services;**
- **Understanding the true wages required for self-sufficiency and advocating solutions that address gaps;**
- **Increasing problem-solving and critical thinking skills in students, youth, and adults;**
- **Creating and recognizing industry-driven credentials of value including essential employability skills; and**
- **Increasing progress toward achieving Oregon's Adult Attainment Goal.**

The Clackamas Workforce Partnership (CWP) goals which support People, Business, and the System mirror the WTDB goals supporting the same key customers. The Workforce System WTDB goals and strategies are also intertwined with the three CWP goals. The WTDB has provided a framework and expectation CWP, at the local

level, intends to deliver on. With education and training partners as well as local partners' expertise and guidance, the right strategies will be identified to move Oregonians living and working in Clackamas County onto greater prosperity.

In addition, the work of the WTDB around supporting the workforce system is an essential component to expanding the reach of services and ensuring integral partners are aligned. Below are a few examples of program alignment with the state plan.

Advancing equity and inclusion and connecting all of Oregon's communities (tribal, rural, urban, and others);

CWP has been committed to the development of a more responsive and equitable workforce system. Prior to the COVID-19 pandemic, CWP convened a monthly Workforce Equity and Inclusion Council to provide guidance on policy/process development and facilitate free professional development opportunities for frontline workforce system staff across multiple agencies. This group has paused meeting during the pandemic, but as the local system works towards recovery and the reopening of the WorkSource Clackamas facilities, DEI work will resume through collective input/support from the Local Leadership Team, WorkSource Center Leadership Team, and the Continuous Improvement Team to ensure successful outcomes for system users through expanded services, strategic outreach, enhanced referrals, and feedback mechanisms for customers and staff. CWP is also working with Clackamas County and other stakeholders to develop an aligned, multi-system approach to recovery based on environmental scans conducted by the Coalition of Communities of Color.

- CWP has been awarded a Healthy Oregon Workforce Training Opportunity (HOWTO) grant. This program is a collaboration among OHSU, the Oregon Health Policy Board, and the Oregon Health Authority. The HOWTO Grant program is intended to expand health professional training to address current and future shortages in the healthcare workforce in rural and medically underserved areas. The program is designed to support innovative, community-based, training initiatives that will address identified local healthcare workforce shortages and expand the diversity of the health professional workforce. This grant will support our advancing equity and inclusion goals.
- Through sector strategies we are working to clearly identify the components of a respectful workplace education program for regional contractors, trade associations, with the goal to take informed action on adopting inclusive culture for participating organizations. We are also working to address harassment prevention strategy tailored to the construction industry.

Design and develop tools to help employers introduce, change and leverage business practices to make jobs better and foster positive outcomes for their employees including diversity, equity, and inclusion.

Working collaboratively and expanding workforce system partnerships, especially public-private partnerships;

There are a multitude of examples in Clackamas that showcase strong partnerships and collaborative impact in our community.

- CWP coordinates the Workforce Partner Network (WPN), which includes a listserv with over 350 members of the county's workforce, training, nonprofit, and education entities. The WPN includes a monthly networking and resource sharing gathering for case managers, career coaches, employment specialists, and other staff, and is attended by an average of 25 representatives of our partner workforce entities and community-based organizations. This has transitioned to virtual format in response to COVID-19.
- The Continuous Improvement Team meets twice monthly and includes front-line and middle management staff from various workforce partners. This group coordinates annual system-wide trainings and implements continuous improvement projects focused on more successfully serving jobseekers with barriers. CIT

projects have shifted to focus on communication and engagement of frontline staff and customer engagement during and post-COVID.

- CWP has coordinated with Clackamas Community College and Clackamas County Behavioral Health to provide virtual workshops for both frontline staff and the public focused on stress management and mental/emotional wellness during COVID. These topics vary by audience, but include sessions on trauma-informed service delivery, conflict escalation, and self-care. They provide both general overviews and material specific to unemployment and job search.
- Leads and Needs is another work group of system staff. This team meets monthly with a focus on aligning business outreach with employment opportunities for WorkSource customers who are in the talent pool and actively seeking work. Sector work at the regional level has had great successes and learning opportunities.
- WorkSource Clackamas hosts workshops for job seekers provided by multiple partners including Oregon Employment Department staff (Interview skills, Virtual Interview Skills, resume and Cover Letter Skills, Social Media), Financial Beginnings (Income and Taxes, Insurance, Credit and Debt, and Budgeting) and Goodwill (Microsoft Office Suite Introduction). There are occasional offerings from the Department of Human services, Clackamas County WIC, and Oregon Health Insurance Marketplace on access and use of those programs. Due to COVID-19 workshops have been converted to virtual format. It is anticipated that virtual tools will continue to be used to facilitate workshops in the future.

Acting on bold and innovative strategies that are focused on results;

- Suitable and stable employment remains a critical factor in assisting transitioning returning citizens to remain crime free once released from incarceration. Having a job enables individuals to be contributing members of their community and provide income to their families (which can generate more personal support, stronger positive relationships, enhanced self-esteem, and improved mental health). For these reasons, employment is often seen as an important piece to becoming and remaining member in the community.
- After COVID restrictions are lifted, CWP plans to return to the County Jail to offer 4-day workshops which cover career exploration; applying for financial aid, college, and jobs; creating a master application; developing a resume; and practicing interviewing skills. This approach (called LEAP2), prior to COVID, better prepared inmates to enter training and/or employment upon release. Suitable and stable employment remains a critical factor in assisting transitioning offenders to remain crime free once released from incarceration.
- Since 2019, CWP has been working alongside of Clackamas Child Care Resource & Referral to increase visibility of the childcare crisis impacting working families and the local economy. To date, we have worked with multiple cities and key stakeholders to address policy, public awareness, and workforce challenges facing the industry. We are pursuing innovative strategies such as Early Care and Education Apprenticeship and employer supported childcare projects as well as working regionally and statewide to highlight the challenges facing working families and the childcare sector.
- Clackamas County is adding support to the workforce system by sponsored the CWP Solutions Series and committing workforce training funds to increase the number of women and people of color entering the construction trades. Additional support has been offered through leverage and in-kind support via meeting space and marketing resources and explored with the other departments for cross-collaboration.
- CWP has taken a lead role in the Clackamas County Prosperity Collaborative, a wealth-building initiative convened by Clackamas County, to bring people in our communities together to craft new and innovative ways to create collective impact. The local groups are led by community members in three of Clackamas County's communities who have a high number of current or recent experience with poverty, homelessness, food insecurity, or housing insecurity. The Labs meet regularly; transportation, meals, interpreter services, childcare are provided, as needed. Due to COVID-19, these groups have transitioned to virtual platforms.

Aligning workforce system programs and services and investments;

- Our WorkSource Clackamas Infrastructure and Additional Shared Cost Funding Agreement (IFA) (See Section 5.11)
- CWP facilitates multiple work groups comprised of workforce system partners. These groups are focused on process enhancements to the local system on varying levels, including communication, referrals, and shared training opportunities. The Local Leadership team, the Continuous Improvement Team, and the WorkSource Center Leadership Team have focused on service delivery and operations during and post-pandemic, including the development of Return-to-Work policies, common virtual service delivery platforms, and adoption of a referral platform (Unite Us).
- CWP has led the development of multi-agency staff trainings, including De-Escalation, Trauma Informed Service Delivery, and stress management, etc. Additional opportunities include annual and quarterly “Workforce 101” training sessions for newly hired frontline staff and monthly “sector trainings”. Similarly, CWP and system partners will incorporate MyWorkSource, to allow more flexible use of system services for customers. My WorkSource is website that allows users to manage a portfolio of employment related tools and activities. These online resources and interactive tools let users view and sign-up for workshops to improve skills, explore employment and career goals, access online learning tools, access tools to improve and save resumes and cover letters, and the ability to search for jobs and maintain a job application log in an individualized portfolio. This website is being rolled out in phases with the expectation that this will be widely used by participants by the end of the year.
- CWP has staff participating in the One Stop Operator Continuous Improvement Team, facilitated by contracted partner OMEP. This group provides a statewide lens on the development and use of common standards of practice in the WorkSource Centers, including COVID-specific planning and regional cross-trainings for 1B providers and contracted partners.
- CWP facilitates the Workforce Partner Network, which provides opportunities for system partners and other community-based organizations to share information, resources, and develop collaborative relationships to better service the public. This group meets monthly via Zoom during COVID.

Increasing awareness, access, and utilization of workforce system programs and services;

- CWP has increased awareness, access and utilization of our workforce programs and services by partnering with DHS and both have a long history of coordinating case management services to ensure successful outcomes for DHS involved participants. CWP is currently a DHS JOBS and STEP contractor and has enrolled and is working closely with 65 TANF and SNAP participants over the last 6 months.
- In 2014, CWP and Clackamas County’s Children’s Commission (CCCC) which is comprised of Head Start, Early Head Start, and Healthy Families, began partnering to break the cycle of poverty for low-income working parents of CCCC children. The goal was to increase awareness and usage of services available through WorkSource Clackamas for both CCCC employees and parents involved in the CCCC system. WorkSource services information sessions are now ingrained in CCCC’s orientations to new parents to allow them to move into stable employment with benefits; with the goal to support individual well-being, family stability, healthy children who are kindergarten ready, and strong communities.
- For Clackamas Coordinated Business Services - see Section 3.11.

Increasing usage and understanding of the workforce system and its services occur through regular social media presence, and presentations shared with community stakeholders and groups. CWP staff serve on many advisory groups, committees, hubs, councils, and boards to increase system understanding and engagement. Currently, CWP is exploring the use of a tool, Community Network, sponsored by Kaiser Permanente and developed by Unite Us. This tool is an electronic referral management system that allows users to track referrals

and their outcomes. This effort is expected to greatly expand existing and/or create new services for all clients served by workforce partners and CBO's in our community.

Understanding the true wages required for self-sufficiency and advocating solutions that address gaps:

Addressing gaps in support services and wage disparities through

- Childcare convening and community conversations (see section 2.3).
- CWP participates in several groups addressing housing insecurity and homelessness. CWP is a member of the Homeless Solutions Coalition of Clackamas County; Here Together Oregon, Youth Service Provider Network; Clackamas County Continuum of Care; and the Workforce and Housing Collaborative. These groups are all comprised of community volunteers and community-based organizations who collectively advocate for housing/homelessness solutions, work to secure funding for local initiatives/programs/services, provide funding for programs and initiatives, and share resources to address housing issues.
- CWP has formalized relationships with multiple entities addressing housing insecurity and is working to expand/strengthen these relationships. Currently partners include Here Together Oregon, Housing Authority of Clackamas County, Clackamas County Continuum of Care, Northwest Housing Alternatives, Clackamas Service Center, Free on the Outside, and Unite Oregon. CWP staff attend various organization/initiative-specific meetings to provide updates and information on workforce services, assist in developing relations between service providers, incorporate new partners into the local system, and help strengthen referrals among providers.
- CWP is working with Clackamas County Behavioral Health's Safe + Strong program to develop on-going virtual workshops for county residents experiencing mental/emotional strain due to unemployment, job loss, and job search. Similarly, this program will develop opportunities for frontline staff in the workforce system related to stress management and self-care.
- CWP participates on the TriMet Equity Advisory Council (TEAC) and advocates for increased service opportunities and accessibility for Clackamas residents. TEAC meetings monthly and members can provide feedback on current TriMet projects/functions, and propose ideas for new services, delivery methods, etc. including services during COVID-19 and beyond.

Increasing problem-solving and critical thinking skills in students, youth, and adults;

Problem-solving and critical thinking skills will be the competitive advantage in job of the 21st Century.

- The New World of Work is an evidence-based curriculum that trains youth ages 16-24 on "the Top 10 essential 21st Century Skills" including having an Analysis/Solution Mindset, Adaptability, Communication, and others. (See <https://newworldofwork.org/> for more information). CWP is developing a cadre of local instructors equipped to deliver this curriculum both in and out of our local schools. To date, CWP has trained 24 facilitators who have provided this training to 90 youth in our communities.

Creating and recognizing industry-driven credentials of value including essential employability skills.

- Career Pathways see Section 4.2
- CWP will hold virtual Quarterly Sector Trainings for WorkSource staff, career coaches, workforce developers and community partners. The purpose of this training is to help cultivate industry expertise and expand staff knowledge about the targeted sectors to support their effectiveness when working with job seekers. This training will include several different facilitated panel discussions including employers, training providers, and recent participants/graduates who've successfully been trained and entered employment. These trainings will be recorded and shared with partners and system staff throughout the program year.

- CWP participates at the Career Technical Education Consortium and has identified individuals within partnering schools to help coordinate and connect industry partners to participate on advisory groups and support their local schools in career readiness activities.

Increasing progress toward achieving Oregon’s Adult Attainment Goal.

Oregon’s Adult Attainment Goal “Oregon anticipates more than 120,000 additional jobs requiring post-secondary training or education between now and 2030. To meet this need, 300,000 additional adult Oregonians should earn a new degree, certificate or credential valued in the workforce during that time. Because Oregon has substantial attainment gaps among minority, low income and rural Oregonians, the state will also commit to reducing those attainment gaps by half during the decade.”

- CWP’s Strategic Occupations List is focused on Oregon’s Adult Attainment Goal. Occupations considered “in-demand” or with significant annual openings or vacancies are the priority for occupational training funding. The list organizes occupations by CWP’s targeted industry sectors (Health Care, Advanced Manufacturing, IT, Construction) as well in the non-targeted industry sectors. The list breaks the occupations into:
 - Top 100 jobs
 - Top jobs that require a high school education
 - Top jobs that require some postsecondary training
 - Top jobs that require an associate degree
 - Top jobs that require a bachelor’s degree or higher

This list ensures that our training investments are aligned with Oregon’s Adult Attainment Goal.

Another method CWP is employing to helping Oregonians earn degrees, certificates, or credentials is the intense Career Coaching model CWP requires of their service providers. Career Coaches work intensely with participants to support them through completion of their employment and training plan.

Career Coaches are advocates, problem solvers, navigators, supporters, and esteem builders who are passionate about helping individuals attain their goals through strength-based case management. They are required to stay in touch with their participants frequently and if the participant does not respond, they attempt to contact weekly until the case is automatically exited after 90 days of no service.

When a person is interested in education or training the Career Coach helps people register for classes, checks in at least once per month to see how the participant is progressing in their classes and if they need any supports to make sure they pass the term. They check in at the end of the term and again at the beginning of the next term to make sure the participant is making satisfactory progress. Once the participant has completed training or education the Career Coach works closely with them to ensure their interview skills are up to par, their resume is developed, and that they are confident to begin their job search. The Career Coach will help participants who are ready to work navigate an online job search including completing resumes and applications that will pass through an employer’s Applicant Tracking System. They will share job leads with the participant and will encourage the participant to qualify for our American Job Center’s Talent Link program which will put them in a pool of participants that are prioritized for special job placement services. Once a participant has found employment, they have hopefully built a solid and trusting relationship with the Career Coach that if anything should jeopardize their new position, they would feel comfortable contacting the Advisor for help. The Advisors’ role is not only to get people into career track employment but to ensure they retain or advance their employment.

2.4 Describe board actions to become and/or remain a high-performing board. These include, but are not limited to four categories with accompanying indicators, based on national best practices and

characteristics of high performing local boards. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

- **Data-driven Decision-making**
 - The Board is positioned as the “go to” source for labor market information among community partners.
 - The Board utilizes the labor market intelligence provided by regional economists for decision making.
- **Strategy**
 - The Board monitors and updates a strategic plan.
 - The Board frames board meetings around strategic initiatives and utilizes a consent agenda.
- **Partnerships and Investments**
 - The Board collaborates regularly with core partners and organizations beyond the core partners.
 - The Board is business-driven and uses a sector-based approach to engaging local employers.
- **Programs**
 - The Board promotes efforts to enhance provision of services to individuals with barriers to employment.
 - The Board has established policies, processes, criteria for issuing individual training accounts that aligns with its identified goals, strategies, and targeted industries.

In the 2018 HECC Local Board Assessment Final Report stated, “Clackamas Workforce Partnership does an outstanding job of using data, program information, and customer feedback to make data driven decisions related to funding and program development. This is a comprehensive approach that enables the Board and Board staff to utilize and lever resources to expand service delivery in the county.”

- **Data-driven Decision-making**
 - The Board is positioned as the “go to” source for labor market information among community partners.
 - The Board utilizes the labor market intelligence provided by regional economists for decision making.

Labor Market Information including Labor Trends are used by the Board and multiple partners as a component in planning and decision making for strategies including Sector Partnerships, education program development at the community college, high schools and partners like Job Corps as well as economic development partners. Employers including board members also use this information to make decisions in their businesses and with the larger workforce board. Labor Market Information is utilized by multiple partners, board members, and board staff as a factor in decision making and funding priorities. Oregon Employment Department staff who provide this information are trusted, responsive and thorough.

Board staff frequently (and no less than quarterly) review local area youth and adult performance data for WIOA metrics as well as demographic data regarding the participants we are serving. Prior to COVID, these data points were shared and discussed between WIOA partners to improve program delivery, coordinate the provision of services, and to increase outreach and effectiveness serving priority populations. Performance data is still analyzed and shared remotely with partners with the focus on virtual conversations to brainstorming ways to increase our percentage rates for people entering and retaining employment, skilling up, completing trainings and gaining credentials, and increasing median earnings.

- **Strategy**
 - The Board monitors and updates a strategic plan.
 - The Board frames board meetings around strategic initiatives and utilizes a consent agenda.

The Local Board Assessment Final Report stated, “Clackamas Workforce Partnership is a highly engaged and effective Board. They leverage relationships, funding, and other resources to create a collaborative and innovative environment to expand and coordinate service delivery. Members not only understand the strategic vision and plan, but actively participate in implementing it.”

The Board has assigned responsibility for each strategic planning goal to a board member and a team of members/partners. This is a highly effective approach which has led to ownership of the plan by board members. The teams report out on progress toward the goals at each CWP board meeting and keep the entire board and partners informed of progress or challenges. This ownership ensures that the document is a real strategy that informs and guides the work of the Board to serve program participants and businesses.

The way in which Clackamas Workforce Partnership manages the implementation of their strategic plan is a best practice. This is a document that informs practice, policy, and ongoing alignment. The Board also updates the plan on a regular basis and monitors implementation.

The Board staff arrange thoughtful and informative presentations for each board meeting and includes a variety of strategies to engage people with different learning styles. This engages the board in the projects and helps them better understand the work. A consent agenda is utilized, and the meetings are well attended.

Board members lead the meeting, staff are there to assist and support, but members are engaged in a meaningful way. The format and level of engagement in these meetings is a best practice.

- **Partnerships and Investments**

- The Board collaborates regularly with core partners and organizations beyond the core partners.
- The Board is business-driven and uses a sector-based approach to engaging local employers.

In HECC’s Local Board Assessment Final Report, it states, “The Board and local partners have developed strong, collaborative relationships that enable them to achieve results using innovative strategies and including non-traditional partners. The Board is supportive of these efforts and focuses resources on strategies that achieve results.”

The Board has a clear understanding that talent development is a critical need for local businesses and that they must partner with programs outside of the federally funded workforce programs to achieve results that will ensure a comprehensive approach. This is achieved by collaborative and innovative partnerships with programs like Goodwill Job Connection, Head Start and a robust, coordinated business engagement strategy. The partnerships with education providers are also strong in this local area and enable the education and workforce systems to respond more nimbly to the needs of employers identified through the sector partnership work and employer engagement strategies.

Community partners beyond the required Workforce Innovation and Opportunity Act partners are engaged in these efforts and innovative strategies to engage underrepresented populations, those living in poverty and other that are disengaged from the labor market are being developed and implemented.

There are countless examples of core partners working together in a way that goes beyond the minimum level of compliance with the Workforce Innovation and Opportunity Act. These partners support each other and work together to implement creative programs that result in positive results for individuals and businesses. Core partners work closely to braid and leverage resources, develop creative programs and solutions, and partners are integrated in the WorkSource Center.

The Local Leadership Team is well established and representative of the partnerships in the community. This group has developed good working relationships and they are able to have critical conversations that result in system changes and improvements in service delivery. This collaborative group of partners is constantly focused on continuous improvement and supporting front line staff. Currently, efforts are underway to recession-proof the system to be ready for the next economic downturn.

Collaboration with organizations beyond the core partners is a strength of this board. CWP works with a variety of community partners in a way that is non-threatening and not competitive, each partner understands that they achieve more together than separately. Examples include, but are not limited to, partnerships with the DHS, County Corrections, the Head Start program, and multiple Departments at Clackamas Community College.

Board staff and partners have worked together to create a “Workforce 101” training for staff across agencies and programs. This training is designed to give staff a base level of knowledge about partner programs and resources and help them work together in a collaborative way to serve individuals. The Workforce 101 Training and the commitment of partners in training staff and coordinating business services are best practices. Service providers and partners work together to provide wraparound supports to program participants and businesses using a strengths-based approach between partners.

- **Programs**

- The Board promotes efforts to enhance provision of services to individuals with barriers to employment.
- The Board has established policies, processes, criteria for issuing individual training accounts that aligns with its identified goals, strategies, and targeted industries.

The Local Board Assessment stated, “Clackamas Workforce Partnership works diligently to align programs and services, provide comprehensive services to targeted populations and expand service delivery. The Board is supported by a talented group of staff who make this work seem to be seamless.”

The Board has an intentional focus on emerging workers and strong advocacy for families in poverty as well as communities of color and those underrepresented in specific industries and occupations.

CWP’s Local Area is both rural and urban and there are challenges with both. The Board works to focus on issues throughout the county and focus resources in an equitable way.

Information on disability resources is presented to the board and both Department of Human Services Vocational Rehabilitation and Commission for the Blind are part of local partner meetings and strategies. Services for people with disabilities are coordinated across programs and staff know how to make appropriate referrals to these services. Employers and other board members are supportive of these programs and services.

The Board has a well-established process for ITA development that is aligned with targeted sectors and high demand, high growth industries and occupations. In addition, CWP published an annual Strategic Occupations List highlighting in-demand jobs as well as those with significant annual openings or vacancies in the County’s targeted sectors. The list is utilized to ensure that ITAs are funding training that will result in job attainment for participants.

CWP is coordinating with Clackamas County Housing Authority to connect residents in section 8 and public housing programs to services and resources, as identified by residents in a survey. Opportunities like these will remain on-going as well develop new ways to connect people to information and a referral system.

2.5 Describe how the board’s goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

The Board's three new strategic goals (People, Business, and System) have been specially designed to, as well as directly relate to, positive impacts on WIOA performance metrics for youth, adults, and dislocated workers in our workforce system. All CWP's goals are focused on enhancing growth in the following categories:

- Entrance into employment
- Employment retention
- Median earnings
- Credential attainment
- Measurable skills gains
- Effectiveness in serving businesses.

By ensuring that all people are competitive in a 21st century economy, nurturing a workforce ecosystem that embraces business and partner engagement and cooperation, and aligning public and industry partners, not only will WIOA federal performance goals be reached, but these goals can be exceeded for all partners in our workforce system.

Section 3: Local Area Partnerships and Investment Strategies

Please answer the questions in Section 3 in eight (8) pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

Include how your partnerships and investment strategies may change/respond to significant changes in your local area due to major events (e.g., the COVID pandemic, etc.).

3.1 Taking into account the analysis in Section 1, describe the local board’s strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]

CWP continues to foster and develop partnerships with private and public entities to further our shared vision of an educated and skilled workforce in our county. CWP convenes the following meetings for the system’s core programs to align and leverage resources to support our shared jobseekers/customers more successfully:

- CWP Board membership has private and public members and convenes quarterly.
- WorkSource Clackamas Integrated Leadership Team consists of members from all core WIOA titles (see Section 3.2), contractors, and other invested stakeholder organizations. This team meets every other month.
- Workforce Partner Network is an online monthly networking and resource sharing gathering for frontline staff attended by a wide variety of partners, workforce entities and community-based organizations.
- Continuous Improvement/Inter-agency Training Team meets twice per month and includes front-line and middle management staff from eight different workforce partners. This group coordinates quarterly system-wide trainings on topics including sector specific trainings designed to keep staff informed about employer needs and in-demand sectors/occupations. The team also implements continuous improvement projects focused on more successfully serving jobseekers with barriers.

Resource alignment also occurs through informal case-specific discussions with workforce partners. The goal is to maximize resources, minimize service redundancies, and integrate program development opportunities that are aligned with employer needs. Lastly, CWP staff also participate in local groups to share workforce related resources and align multiple systems including: Economic Development Commission, Youth Multi-system Collaborative (Juvenile Justice), Clackamas County Early Learning Hub, Homeless Policy Council, Trimet Equity Advisory Council, South Metro-Salem STEM Hub, Clackamas County Prosperity Collaborative, and the Youth Service Provider Network.

3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

Our local workforce system consists of multiple organizations, both public and private including, but not limited to:

- Clackamas Community College (CCC) - programs authorized under WIOA Title IB (Adult and Dislocated Worker) and Title II (Adult Literacy), in addition to Career Pathways and higher education training programs.
- Oregon Employment Department - programs authorized under the Wagner-Peyser Act, State Unemployment Compensation Laws, Trade Adjustment Assistance, SEDAF, and NAFTA Transitional Assistance Activities authorized under Chapter 2 of Title II of the Trade Act, Local Veterans Employment Representatives and Disabled Veterans’ Outreach Programs.
- Oregon Department of Human Services: Vocational Rehabilitation - programs authorized under Title IV of WIOA and Title I of the Rehabilitation Act.

- Oregon Department of Human Services: Self-Sufficiency - programs authorized under Temporary Assistance to Needy Families, Supplemental Nutrition Assistance Program (SNAP), and other state and federally funded programs.
- Timberlake Job Corps - programs authorized under WIOA, Title IC.
- Easter Seals of Oregon – programs under Title V of the Older Americans Act which includes job search assistance and providing work experience.
- Clackamas Education Services District (ESD) - programs authorized under the Carl D. Perkins Act and C-TEC Youth Services programs authorized under the WIOA, Title IB (Youth).
- Clackamas County Health, Housing and Human Services (H3S) - programs authorized under Housing and Urban Development, Community Services Block Grant (CSBG), and the County Veterans Office, Developmental Disability services and services to seniors through the Older Americans Act (through Social Services).
- The Immigrant and Refugee Community Organization (IRCO) - culturally specific services to Clackamas County residents (with an emphasis on English language learners) including outreach, support and career development, training and employment services.
- Northwest Family Services - responsive and innovative job search and employment retention and advancement workshops to ensure jobseekers with barriers find, keep and advance in jobs.

3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of WTDB’s goals and strategies. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

Partners listed in 3.2 have a deep history of collaboration with one another, with extensive experience and knowledge of workforce development. We build on these partnerships to identify strategic investments, further integrate and leverage referrals, and align services and programs with information that influences program development based on employer need and labor market data to reach a common vision under WTBD and WIOA. Partners took an active role in developing CWP’s new workforce system goals and strategies and are engaged through regular meetings and correspondence. See 3.1 for a list of team meetings. They have worked together in the past providing on-site services at WorkSource Clackamas and are currently working together to develop a plan to reopen the Center once COVID is controlled. As the reopening process unfolds, local partners are working together to identify most effective ways to provide services digitally and by phone, including new referral tools/software and structured communications protocol. Our area has proven to be adaptable and flexible, responding to the needs of our local area’s economic changes during this last year. The Imperatives, Objectives, and Initiatives listed in the WTDB’s 20-21 Strategic Plan are our guides to local plan development. Outlined below are steps that have and will be taken to meet WTDB priorities.

Equity and Prosperity – CWP has and will continue to center equity in system development and service delivery. Currently, CWP prioritizes funding for organizations and programs that are culturally or community-specific; have demonstrated equitable practices; and have existing relationships with communities within local priority populations. CWP and local partners are exploring resource alignment opportunities that will allow funds to go farther, make greater impact, and reach more people; and developing targeted outreach strategies to further engage historically marginalized communities in system services. Local demographic data from key workforce, education, social service, and health entities will be used to make decisions on program development, service delivery, and engagement. Coordinated case management amongst all partners serving barriered populations continues during COVID to ensure that service provision is not duplicated, resources are leveraged, and that participants do not “fall through the cracks.” With all the organizations working toward the same end goal of stable employment with benefits and the prospect of upward mobility, customers can work incrementally towards interim goals that will eventually lead them to their larger, and WTBD’s goal, of equitable prosperity.

Increased Understanding of the System – CWP recognizes that the local workforce system is a complex and under-

utilized resource for individuals, employers, and the broader community. CWP will work with system partners to increase understanding of the system through development of accessible, user-informed outreach/engagement resources tailored to specific audiences (customers, employers, community organizations and government); development of culturally-responsive communication materials and strategies; customer and stakeholder engagement (surveys, advisory groups, information and networking events); and a “no wrong door” approach to system entry and cross-agency referrals. Additionally, frontline staff within the system will have more resources and training opportunities to better understand the system, share information, and make referrals. The local Continuous Improvement and Leadership Teams will drive this work.

Oregon as National Leader – CWP has and will continue to coordinate with local partners and stakeholders to develop and implement best practices and engage Clackamas in regional, state, and national conversations. CWP has already coordinated or co-facilitated multiple regional and statewide work groups and participates in relevant opportunities as able. CWP and system partners have also identified key issues impacting the workforce and have/will continue to insert workforce development into these conversations for a more holistic approach to service delivery.

Identify and Align Strategic Investments – CWP and system partners are exploring options for further integration and alignment of funds and resources for more targeted impact and are exploring implementation of universal design/human-centered design practices to better serve customers. Non-monetary resources are being aligned to enhance understanding of the system and ease of use. CWP is constantly working to expand and deepen partnerships to better share information and resources.

Resilient Board Culture – CWP and local partners will continue researching, developing, implementing, and sharing best practices to ensure services are responsive to local needs as they change. CWP believes the use of universal design will allow the system to more easily pivot and adjust to changes in the economy, labor market, technology, and workforce.

3.4 Describe strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by Oregon Employment Department and the local board’s contracted service providers in order to improve services and avoid duplication. See Local Plan References and Resources. [WIOA Sec. 108(b)(12)]

In work throughout the previous Strategic Plan period, minimum standards established by the WorkSource Oregon Operational Standards were implemented at WorkSource Clackamas. Currently we are building upon our previous successes to align services, avoid duplication, and provide a seamless customer service experience for all jobseekers. These strategies include:

Continuous Improvement: Our One-Stop Operator assesses the current state of our implementation to provide a clear picture and inform our next steps. Work includes ensuring that Exploratory Services continue to be provided within the time limits established by the standards, ensuring successful and appropriate transitions between Exploratory, Career, Training and Business Services, and assessment of the current process for referral to WSC’s Talent Pool.

OSO CIT: The One-Stop-Operator convenes a state-wide Continuous Improvement Team with representation from all workforce regions. This team’s work focuses on process improvements, including revision and implementation of WSO Operational Standards to better reflect changes in technology, service-delivery, and customer needs during and post-pandemic.

Workshop and Service Delivery Transition: In late 2019, WSC transitioned provision of our workshops from a contracted provider to a group of WorkSource service providers. Development of the new workshops and curricula was guided by the standards and will continue to be monitored to ensure all identified topics are covered. After the COVID-19 pandemic began, CWP and our partners worked together to transition as many of

our collective workshop opportunities to an online or by-phone format, as well as all other services/processes. Workforce 101 and Workforce Connections: CWP will continue to offer both annual and quarterly orientation, training, and professional development opportunities for frontline staff within the local system. These focus on meeting service-delivery standards, making effective referrals, aligned customer engagement and outreach, and the establishment of a common culture among service providers from various agencies. This includes the creation and use of staff training and informational materials to ensure services meet WSO Standards.

3.5 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See Local Plan References and Resources. [WIOA Sec. 108(b)(13)]

CWP understands and has followed the guidance in WIOA and HECC Community Colleges and Workforce Development Department and WIOA regulations in reviewing applications for Title II. CWP will continue to rely on the support and guidance from HECC regarding future applications.

3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

CWP currently holds several partnerships with organizations specializing in entrepreneurial skills training and microenterprise services including the Small Business Development Center, Clackamas County Business & Economic Development, and local chambers, all of which are also key members of the Clackamas Coordinated Business Services [see Section 3.11] as well as youth-focused partners including TIE Young Entrepreneurs and Oregon MESA. Additional programs include the Self-Employment Assistance Program administered by the Oregon Employment Department and the Leadership Academy offered through CCC. While we are confident in our existing relationships with these organizations, we look to further strengthen these connections and develop new partnerships and programming to support microenterprise and entrepreneurship in Clackamas County.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

Both secondary and higher education are represented on the CWP Board. Additionally, through service provision with CCC and Clackamas ESD, relationships are strong and flexible. Both are also active on the Local Leadership Team and are included in conversations relating to secondary and postsecondary education. Weekly meetings occur with our local community college's department heads to ensure programs that are delivered are meeting the needs of our community. We are building on our strong relationships with CCC through improving access to wrap-around services for jobseekers enrolled in training and education programs including: Life and Career Options Program (LCOP), Disability Resource Center (DRC), Army Strong and Veterans Services, Career Coaches in both the Workforce Center and the Workforce Development offices, and College Transit services, including a free shuttle service between Oregon City and Harmony Campuses pre and post COVID.

In addition, CWP engages with local school districts and Education Service District in Clackamas County and school administrators to establish stronger connections with the workforce system and business partnerships. Early interventions include: Providing Labor Market Information, accessing data and information through Sector Partnerships, coordinating on Career and Technical Education related opportunities, brokering relationships with business partners, coordinating virtual informational events showcasing in-school and after-school partners who provide Career Coaching, STEAM, CTE, mentorships and other career and work exploration activities and coordinating Train-the-Trainer events on nationally recognized training modules such as the New World of Work employability skills training course. Post COVID-19, CWP has met regularly with and worked in partnership with Clackamas ESD and CCC on planning to ensure that partnership activities will continue in a virtual format during Program year 2020.

Within the local community, CWP is always evaluating and reviewing the systems and processes in place to avoid duplication of services and eliminate any inefficiencies. It is because of this process focused commitment to excellence and constant review of systems that CWP has been at the forefront of ensuring that the services provided in our community are as efficient and comprehensive as possible while supporting those most in-need.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

Workforce system customers have varying challenges that impede their ability to obtain, retain, or advance in employment, including housing, childcare, and transportation. Resources to meet these needs are limited, so we actively pursue funding that enhances our ability to address these barriers, and actively engage in community-wide discussions on these issues and others impacting customers.

Supportive services from many funding streams are available to customers. Programs and staff are required to explore other supports from the community prior to issuing supportive services. This effort maximizes resources for participants and minimizes duplication of services among partners.

Workforce system staff are regularly cross-trained and share information about community-based programs that provide an array of supports. This often begins with referrals to 211 Information and Referral. Regularly occurring learning/networking events bring partners together for resource sharing opportunities. (See Sections 3.1 and 3.3 for more information)

Similarly, efforts to address some of these issues are imbedded in current pilots, programs, and grants:

- 4 Housing: CWP promotes accessible housing and programs/initiatives that increase/advocate for affordable housing through participation in community groups focused on this issue. These include Here Together Oregon, Homeless Youth Initiative, Clackamas County Housing Authority, Clackamas Service Center, Unite Oregon, and the Workforce Housing Collaborative, along with an MOU with Northwest Housing Alternatives and Clackamas County Continuum of Care. Lastly, CWP has developed a relationship with a new community-based organization, Free on the Outside, which works exclusively to house and provides supports for “hard to shelter” clients, including those with criminal records, substance use disorder, and other severe barriers.
 - Childcare: CWP has partnered with Clackamas County Children’s Commission to serve parents of Head Start children (all low-income families). CWP is actively applying for grants to support working families attending training or education programs. Additionally, CWP is convening private and public sector partners to address the childcare shortages in Clackamas County through policy changes, increased private sector investment, and community networking; this is done through partnerships with the Clackamas Early Learning Hub and Clackamas Education Service District’s Childcare Resource and Referral.
 - Transportation efforts: CWP staff serve on the TriMet’s Transit Equity Advisory Committee and actively attends community discussions about limited transportation options. CWP coordinated and facilitated the designation of WorkSource Clackamas and District 15 DHS offices as registration and processing centers for TriMet’s Low-Income Fare Assistance Program and coordinated with the Transit Analyst at Clackamas Community College to provide awareness and support for CCC’s service expansion options.

Internet Essentials: CWP partnered with Comcast to act as a sponsoring organization for Internet Essentials, a program which provides low-cost internet access to WIOA-enrolled customers. CWP is the fiscal sponsor, meaning qualified WIOA participants receive 6 months’ worth of paid internet service through CWP, with the option to transition costs of the service to their name when the contract has expired (or to let it expire with no fee or consequence).

COVID Hotline and Misc. Resource Sharing Initiative: CWP and volunteer staff from various community agencies

has facilitated a resource and referral hotline for residents impacted by the pandemic and in need of support services. Hotline operators make direct referrals to partner agencies and other community groups and related programs. Similarly, CWP staff have developed a comprehensive handbook of workforce system resources that is being shared with the public and includes information on support services related to housing, childcare, technology access, food assistance, and healthcare services.

Financial Literacy: CWP has partnered with local credit unions to provide financial counseling, education, and miscellaneous information to partner agencies and customers. Each credit union is certified to work with low-resource/high need populations and have bi-cultural staff and resources. Similarly, Financial Beginnings Oregon provides free financial literacy workshops on CWP's monthly workshop calendar.

3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

Priority Populations:

WIOA Mandated:

- Veterans
- People with disabilities
- Benefit recipients
- Low-income
- Adult basic skills-deficient

Additional populations identified through board and local engagement:

- BIPOC Communities (Black, Indigenous, and People of Color)
- Families living in Poverty
- English Language Learners/Limited ENG Proficiency
- Individuals with Background Issues/justice-involved
- Long-Term Unemployed
- Youth and Young Adults (16 – 24)
- Rural Communities
- Women
- LGBTQ+, Trans, and Nonbinary Communities
- People age 55 or older

WIOA funds are limited and not able to address all of the challenges many of the populations listed above face. As a result, CWP continues to aggressively seek out additional resources and partnerships to better meet the needs of our community. We will continue to seek out additional resources to better serve all people in our region. Through communication practices and products outlined in previous sections, CWP has worked to connect with more culturally and community-specific service providers to help in meeting the needs of all residents, including barriered populations both within and outside of targeted populations. Multiple culturally and community specific providers expanded their work into the county in response to COVID and have begun engaging with CWP and the workforce system to better connect with and serve targeted populations and barriered communities.

3.10 Based on the analysis described Section 1, identify all industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe. Identify whether or not the Next Gen model is being used for each sector partnership. If the Next Gen model is not being used, describe why it is not being used.

CWP started convening sector partnerships in 2012 with Manufacturing and in the following several years

incorporated Healthcare, Construction and Technology. As a strategy to increase engagement of Clackamas County employers in these targeted sectors, CWP is initiating local Next Gen Sector Partnerships. Healthcare is the furthest along with a launch event held in July 2018 and action teams deployed to work on identified goals and action items. Manufacturing is in the initiating process and anticipated to launch as soon as COVID related restrictions lift. In addition, CWP will be supporting the development of Next Gen Sector Partnerships in Construction, Technology, as well as exploring a new sector focus area in Early Care and Education.

3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

- **Targeted Sector Strategies:** CWP coordinates efforts and strategically invests with local area and regional partners. This strategy allows us to establish strong connections with area industry and public partners and attach those to regional efforts. Locally we are focusing on Next Gen Sector Partnerships as the primary path to industry engagement and the continued progress of the career pathway system. Our core partners agree that public private partnerships that rely on co-investment, work-based-training models, and customized training are all part of the investment strategy. Because industry is driving the agenda, the action teams follow through on the opportunities that they identify. Following this model means that core partners will respond based on the implementation plan created by the sector partnership. This coordinated response will allow CWP and public-private partnerships to identify opportunities to leverage resources and additional investment strategies.
- Clackamas Coordinated Business Services (CCBS) is a broad base of partners who are instrumental in supporting Clackamas County industry engagement strategies. Collectively, CCBS offers a suite of services including resources to help businesses with recruitment, hiring, training, certain aspects of business operations and providing labor market information. CCBS partners include Clackamas Community College; WorkSource Oregon; Oregon Commission for the Blind; Easterseals Oregon; Clackamas County Business & Economic Development; Bureau of Labor & Industries; Department of Human Services; Clackamas County Children, Family & Community Connections; Oregon Employment Dept; and local Chambers of Commerce. This is our Next Gen Sector Partnership Regional Support Team. CWP convenes CCBS meetings quarterly to stay informed about employer outreach and engagement activities. Regular meetings allow for a continuous conversation about our sector driven initiatives and how coordination of resources and services can be enhanced.
- In addition to the Local Area efforts CWP coordinates with the Columbia-Willamette Workforce Collaborative, regional Workforce Plans have been developed for four target sectors Manufacturing, Healthcare, Construction and Technology. These plans are developed with industry partners and include process, goals, and action areas and are meant to guide Regional strategies and investments to support the sectors. Details of the individual plans for each sector can be found attached and in Section 3.12. [Attachments 3.11 A-D].

Targeted Populations Strategies: CWP has been a sub-grantee on multiple grants designed to not only address the targeted sectors listed but also to serve targeted populations (See Section 3.9). Other grants from the state including the Training and Work Experience Project serve multiple barriered populations in our area. CWP's local investment strategies for targeted populations are addressed through multiple contracts, grants and pilots in our area.

- English Second Language Learners - CWP has a contract that provides culturally appropriate outreach, support and career development, training and employment services to non-English speaking (with an emphasis on Spanish speaking) residents of Clackamas County. CWP also participates in the Hispanic Interagency Networking Team (HINT) and other community-based groups to connect English language learners to other resources.

- Individuals with Background Issues – Prior to COVID CWP worked closely with Clackamas County Corrections, the County jail, and community partners serving ex-offenders. CWP was offering a 4-day career and training exploration and job search readiness workshop in the County jail serving an average of 12-15 inmates monthly. CWP also was working to connect service-providers working with “second chance” customers to free and low-cost record expungement opportunities. This work will continue after COVID restrictions lift.
- Low-Income Individuals – As a Department of Human Services JOBS and STEP provider, CWP is serving multiple families on TANF and SNAP. TANF families who are in training have a dedicated Career Coach to help navigate the complexities of academia, receive support services, and ensure job placement. They also have priority to access training dollars in our community.
- Families Living in Poverty - A project with Head Start/Early Head Start provides training and employment services to parents of Head Start children. CWP is also coordinating efforts with the Clackamas County Housing Authority which has resulted in a partnership and commitment to provide better coordination and accessibility for WorkSource participants.
- Rural and/or Medically Underserved Communities, Immigrants and Refugees, and Non-Native Language Speakers – CWP has received funding to diversify the healthcare industry in Clackamas County, focusing on providing training and employment services to those living in rural and/or medically underserved areas, immigrants and refugees, and non-native language speakers. CWP also participates in multiple community groups focused on rural resource development.
- Youth and Young Adults – In addition to WIOA-funded Youth programs and partnerships with local school districts, CWP partners with DHS Self-sufficiency programs to provide training, career development, and work experience opportunities to TANF youth and has procured grant funding to provide career exposure opportunities to youth in the Oregon City school district. CWP also participates in the county’s Youth Service Provider Network.
- Individuals with Disabilities and Mental Health Challenges – CWP participates in the Interstate Disability Employment Alliance, a regional group consisting of workforce boards, One-Stops, and Vocational Rehabilitation organizations (including tribal and veterans VR organizations) that convenes trainings and events for businesses to employ individuals of all abilities more successfully and inclusively. CWP also partners with our local Youth Transition Programs, Employment First efforts, Supported Employment program, and Disability Rights Oregon. Our local Vocational Rehabilitation Manager serves on our Leadership Team and our Board and VR front-line staff participate in our Continuous Improvement/Training Team.
- BIPOC Communities – CWP work with Clackamas County, Unite Oregon, and other partners to establish/expand processes for engaging BIPOC communities in workforce system services using information from the environmental scan conducted by Clackamas County and the Coalition of Communities of Color. CWP also partnered with the Oregon Public Health Association to co-sign and promote the statewide declaration of racism as a public health threat.
- Workforce Partner Network (WPN) - the WPN serves as a platform and information sharing hub for various service providers and regularly spotlights organizations, programs, or initiatives focused on social and economic equity.

CWP continues to aggressively pursue partnerships, competitive grant, and foundation funding, and co-invest models to ensure we can continue to implement strategies to address the needs of the targeted sectors and targeted populations in our area.

3.12 Identify and describe the strategies and services that are and/or will be used to:

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies**
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses**
- C. Better coordinate workforce development programs with economic development partners and programs**
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs**

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1.

[WIOA Sec. 108(b)(4)(A&B)]

A. Next Gen Sector Partnership Model and coordinated employer engagement

Workforce Development, Education and Economic Development partners from the Clackamas Area have agreed to implement Next Gen Sector Partnership using the prescribed six-phase Next Gen model as the primary way in which we partner with industry. This will allow the sector partners to focus on all issues related to an industry's competitiveness and ensures deeper, broader, and longer-term industry engagement. Additionally, CWP will utilize CCBS as a conduit for further coordination of services and outreach to businesses. [see Section 3.11]. The implementation timeline for these sector partnerships has been hindered due to COVID related obstacles but will resume as restrictions lift.

WorkSource Oregon – Regional Business Services Team

As a response to the regional-nature of business operations and the shared labor-shed in the Portland Metro area, the Regional Business Services (RBS) Team was created. The RBS Team is comprised of co-located business-facing WorkSource staff from the Tri-County area (Multnomah, Washington, and Clackamas Counties) to provide more efficient, effective, and consistent services to the businesses in the area. This includes staff that specialize in the four target sectors, as well as staff that is available to respond to general business inquiries and needs. With the formation of the RBS Team, a continued focus is given to increasing proactive outreach to businesses and increasing the level of engagement for businesses using the WorkSource system.

Clackamas Coordinated Business Services

As noted in Section 3.11, CCBS partners provide a focused platform for business-facing partners to network and coordinate service delivery to local business customers.

B. Clackamas Workforce Partnership and Economic Development

CWP partners locally with economic development practitioners from area cities to support retention and expansion of businesses and works regionally with Greater Portland Inc. on recruitment efforts as new business are looking to locate in the Portland Metro area. Additionally, CWP, CCC, and WorkSource Oregon meet regularly with economic development partners and are available for business outreach and recruitment. Economic Development staff are fully engaged with CCBS. Finally, County Economic Development staff will be serving as a co-convenor in the launch of our local Next Gen Sector Partnership thus are actively involved in assisting the process and ensuring their programs and resources will be connected to our local sector initiatives.

C. Strengthening linkages through communication and collaboration

Developing a process and setting standards was the first step and to continue to improve the system we implemented opportunities for partner staff to communicate and collaborate. Every month the local area partners (see section 3.2) meet to talk about job leads and needs related to employer demand and the talent pool. These meetings provide an opportunity to share successes and provide feedback on referrals. CWP staff attend these meetings and provide systemwide connections as well as the linkage to the workforce board.

Ongoing communication and connectivity allow our system to respond to feedback and changes in programming as it relates to the one-stop delivery system and unemployment insurance programs. This approach has created an environment where partners have leveraged and will continue to leverage employer contacts, talent pool and resources to facilitate innovative training programs, on-the-job training, work-based learning, apprenticeship, and customized training. In late 2020, CWP facilitated an outreach campaign for Unemployment Insurance recipients at risk of losing benefits. CWP partnered with direct service providers to conduct outreach to over 600 individuals and provided information and resources as requested. Similarly, CWP partnered with the Housing Authority to conduct outreach and referrals to 350+ residents living in public or Section 8 housing who expressed an interest or need in workforce services.

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

CWP currently has oversight of funding outside of WIOA Title 1 and continues to work with partners to seek out competitive grants and increase resources. We have been successful in securing multiple competitive grants through the work of the Columbia Willamette Workforce Collaborative. Currently, the H-1B Job Training grant NW Promise provides CWP with \$1.1 million over 3 years to support healthcare training. By leveraging and building on NW Promise, CWP was recently awarded a \$500,000 Healthy Oregon Workforce Training Opportunity (HOWTO) grant from the Oregon Health Authority, OHSU and the Oregon Health Policy Board. CWP also worked with CCC to secure H-1B TechHire Partnership Grant funding. Additionally, we receive funding from DHS JOBS to provide training services to TANF recipients, and from DHS STEP to provide a workshop series based in cognitive behavioral techniques for SNAP recipient job seekers. CWP continues to increase resources by utilizing state funding to serve SNAP recipients and submitting to DHS STEP for 50% reimbursement. We received local funding to provide project leadership for the Clackamas County Equity Pilot Area Project as well as an Oregon City Enhancement Grant to help provide youth with career exploration opportunities, work readiness skills, and connections to local business and industry. Lastly, when mass lay-offs occur in Clackamas County, CWP actively pursues federal Rapid Response, Additional Assistance, and NDWs specific to employees of the company facing layoffs. During this last program year, we have been awarded DOL funding to address training and support services needs for those affected by COVID as well as funding to help address clean up and humanitarian needs as a result of our local wildfires.

Section 4: Program Design and Evaluation

Please answer the following questions in Section 4 in ten (10) pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

Include how your program design may change in response to recent major events (e.g., the COVID pandemic, etc.) in your local area.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

Clackamas Workforce Partnership (CWP), with partners of the local workforce system, will expand access to services for eligible individuals, particularly those with barriers in the following ways:

- CWP is intentionally working with participants in rural and/or medically underserved areas in Clackamas County. Within this outreach is an opportunity to link community members with additional partners and programs available through WorkSource Clackamas (WSC).
- For all eligible individuals, and with an emphasis on those with barriers to employment, CWP will continue implementing the WorkSource Oregon Operational Standards.
- ADA reviews will continue at a minimum of 2-year intervals to ensure physical accessibility of the Center. CWP will research and seek out ways the use of technology can aid in reaching the hardest to serve and rural communities. Video conferencing-based communication is a positive practice yet to be implemented on a grander scale. With the use of technology, the system will work to be more streamlined and accessible for more services, despite location.
- CWP will maintain a designated Equal Opportunity Officer with publicly available contact information to address any EOO complaints and concerns related to workforce services.
- CWP's EOO will participate in the Oregon Employment Department's Universal Access Workgroup Committee when it is re-constituted and will continue participation throughout the four-year period.
- CWP's Workforce Equity and Inclusion Council (WEIC) suspended meetings at the start of COVID, with the intention to reconvene and reintegrate the group as part of larger scale, longer term collaborations with contracted partners and the broader community related to post-COVID recovery.
- CWP's Local Leadership and Continuous Improvement Teams are in the process of developing aligned communication and public engagement processes and outreach materials, including targeted outreach and recruitment strategies for priority populations.
- CWP is coordinating with local culturally/community-specific service providers, affinity groups, and community organizations

During the COVID outbreak most of the work by staff has been done remotely. This has been a significant variation from our usual style of direct service. It has been especially challenging for a significant number of participants who do not use email, do not have access to computers, and who struggle with basic literacy in their native language. Staff is working diligently to help these, and other new participants enroll into services via remote intakes. Attending training for many of our participants presents a challenge as many are home schooling their children and coping with the additional COVID challenges can get in the way of attending online trainings. Enrollments have been slower into healthcare training programs as people are hesitant to work in the healthcare industry until COVID is under control. Many training programs have been unable to continue in person clinicals and labs due to the risk of COVID-19 exposures. This has continued to be an ongoing challenge with the advent of another rise in COVID outbreaks in November 2020. Staff continue to look for creative ways to serve participants and enroll them into online classes and training programs during this COVID period. CWP continues to work with training partners to expand the variety of trainings available in our area through special projects and grant funding. Expanding access to training programs, especially during COVID, is critical to ensure

our barriered populations continue to be served to move them out of poverty.

In addition to remote service delivery, all workshops and skill building opportunities have transitioned into a digital format including options for Spanish language speakers. As noted in previous sections, CWP has coordinated the development and use of a COVID Resource Hotline and other methods of information sharing among workforce system staff and the public. CWP is also actively referring customers and the public to organizations providing limited in-person services and use of tech services so that customers with limited technology access can receive service

These challenges are drastically affecting those served by our youth program as well. The wrap-around support provided by this team was already focused on access to, and maintenance of, engagement with GED, high school, training, and employment. The pandemic and wildfires have increased the challenges of keeping our young people “on-the-grid” and connected given the lack of in-person training and employment services, drop in connection to other support providers, and increased unemployment and childcare challenges in our region. Our youth service provider responded to these needs by immediately transitioning their services to remote as COVID-19 began, in some cases with staff using cell phones to continue communication with the youth until their remote access/home offices were readied. They continue working to maintain contact with the youth through as many avenues as possible (text, email, calls, etc.) and focusing considerable energy on ensuring that youth have what they need to attend education and employment opportunities from remote (Chromebooks, smartphones, etc.) and knowledge of the platforms needed in this new environment (Zoom, Microsoft Teams, etc.)

4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]

Career pathways are connected, transparent, high-quality education and training programs and services that offer multiple, successive entry and exit points, allowing individuals to advance their education and employment goals over time. Education and training programs align with the skill needs of our local economy and can include apprenticeships, OJTs, industry recognized credentials, credit certificates and degrees, and non-credit training and certificates.

CWP participates in the facilitation of career pathway system alignment across education and training programs by helping to identify the needs of industry through sector partnerships. The career pathway system should provide a clear sequence of stackable credits and credentials across multiple institutions that enable students and jobseekers to advance in careers in our region’s targeted sectors. Career pathway systems emerge out of ongoing conversations with employers in the target industry and with education and training providers responsible for developing and implementing programs. Sector Partnerships are the vehicle for integrating these two conversations. **See Section 3, 3.10 for Sector Partnership activities.**

CWP will also continue to build on its strong relationship with Clackamas Community College (CCC), in order to provide the most relevant and streamlined programming to individuals, which matches and meets the industry demands within the region.

In addition, there are ongoing conversations to create even more alignment with secondary and other higher education partners with certificate and degree programs that meet the definition of WIOA career pathways and align with targeted sector needs for high demand, high wage employment opportunities.

4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

All customers receiving services either within the WorkSource or at any of the partner organizations have access to the full array of workforce development services within the service delivery system. Co-enrollment will occur as

the customer outlines their career plan and goals. In addition, partners will agree to use “value-added” referrals between the parties and follow the processes and procedures for such referrals as adopted by LLT. Referrals within the Center are based on customer chosen or requested choices. Referrals may also be made to partner agencies for services not available within the Center. In addition, staff may assist customers to set appointments and will conduct follow-up with either the customer or the partner agency to ensure coordinated case management occurs and all program’s and participant’s goals are met.

4.4 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:

A. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

WSC is the hub of the local workforce system and our certified American Job Center. Currently, because of COVID, Clackamas is not operating its specialized center in the County Jail.

Though partners of the system have a shared need of WSC, many partners also have facilities and offices around the County. CWP and Local Leadership Team (LLT) believe in the ‘no wrong door’ theory, where despite which organization a customer initially engages with, that customer has access to the entire system, as appropriate.

Workforce development services are provided through a network of partner organizations and service providers. WSC, with leadership from CWP, has planned and designed a collaborative approach to the provision of a wide-ranging array of services to customers, both within the center and using value-added referrals from each of the partner agencies and service providers.

The local board uses various methods to ensure the continuous improvement of contracted service providers to ensure they are meeting the needs of employers, workers, and job seekers.

- Service provider monthly meetings and discretionary grant monthly meetings are held to review enrollments, service delivery strategies, performance, and timeframes. Obligations and expenditures are also reviewed monthly by the Fiscal Director to ensure the provider is on track. If performance is not on target, discussions occur to explore innovations to the existing service delivery strategies to ensure the program is meeting the needs of employers, workers, and job seekers.
- CWP also performs quarterly and annual monitoring of enrollments, services, performance measures, obligations, and expenditures. This process is one that allows for continuous quality improvement. Discussions with the service provider will occur to immediately address any issues that may arise. A plan is developed to address the issue with a strict timeline attached.
- To be more intentional with our local area’s ITA funds, CWP annually contracts with OED for a more detailed examination of occupations considered in-demand or with significant annual openings or vacancies in the Portland Metro region. This work results in CWP’s annual Strategic Occupations List. Service provider staff work with participants to guide them towards training for occupations on this list. Customer choice is still valued. Knowing that the occupations on the list are in demand; matching a person’s interest, experience, and profile to one of the occupations on the list benefits the participant. Relationships with employers and the Regional Business Services Team are used after training completion to ensure employment goals are met.
- Sector strategy convenings are another way to ensure business needs are heard and addressed through the creation of sector strategy plans and goals.

B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

In general, participants are given information about education and training programs available remotely. Specifically, staff introduce participants to web-based training options if attending a training in-person will be challenging for them. CWP is currently working with WorkSource Oregon and other stakeholders on a committee developing a catalogue of workshops that will be provided regularly statewide via remote technology; this includes English and Spanish-language options. These workshops were developed in response to the COVID-19 pandemic but will likely remain as a staple service (alongside other, locally developed virtual opportunities). Other engagement efforts for remote areas include sharing information with community-specific service providers and community leaders in the local area; use of social media; tabling and outreach opportunities; use of MyWorkSource and digital platforms; and exploration of mobile WorkSource services or out stations in local communities (in libraries, schools, community centers, etc.)

In addition, CWP is interested in working with WorkSource Oregon to expand services using technology including, but not limited to, the following:

- Use of video through social media (ie. YouTube, Facebook, LinkedIn, etc.)
- Video conferencing such as Skype or Go to Meeting.
- Use of MyWorkSource, a virtual platform that allows customers to access and use an array of workforce system services remotely. My WorkSource is website that allows users to manage a portfolio of employment-related tools and activities. These online resources and interactive tools let users view and sign-up for workshops to improve skills, explore employment and career goals, access online learning tools, access tools to improve and save resumes and cover letters, and the ability to search for jobs and maintain a job application log in an individualized portfolio. This website is being rolled out in phases with the expectation that this will be widely used by participants by the end of the year.

CWP is committed to working with CCC and other training entities to expand programs to include asynchronous learning platforms.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. See Local Plan References and Resources. [WIOA Sec. 108(b)(6)(C)]

CWP, with partners of the local workforce system, will expand access to services for eligible individuals, particularly those with barriers in the following ways:

- For all eligible individuals, and with a particular emphasis on those with barriers to employment, CWP will continue the implementation of the WorkSource Oregon Operational Standards. WSC will create an optimal experience for anyone coming in the door of our One-Stop where all individuals are greeted warmly within one minute, have their needs assessed and be directed to an individualized service within 15 minutes.
- ADA reviews will continue at a minimum of 2-year intervals to ensure physical accessibility of the Center. CWP will research and seek out ways the use of technology can aid in reaching the hardest to serve and rural communities. Video conferencing-based communication, to date, has been more of a positive practice yet to be implemented on a grander scale.
- CWP will maintain a designated Equal Opportunity Officer with publicly available contact information to address any EOO complaints and concerns related to workforce services. CWP's EOO will participate in the Oregon Employment Department's Universal Access Workgroup Committee when it is re-constituted and will continue participation throughout the four-year period.
- Any remodeling and/or relocation of services will comply with all requirements of the Americans with Disabilities Act. Similarly, program materials will be available in languages other than English

and translation/interpretive services will be offered, as appropriate. CWP will ensure access to JAWS technology and other supports for people with visual, auditory, or other impairments.

As noted in previous sections, most services have transitioned to phone or digital access to ensure continued flow of services. Similarly, CWP and partner agency have continued coordinating with new service providers in the county to share information and provide support to barriered communities; this includes culturally and community specific service providers, along with those placed in or operating primarily in rural locations and who have established ties within local communities and populations.

D. Describe the roles and resource contributions of the one-stop partners by providing a summary of

In accordance with WIOA, CWP, our chief elected official (the Chair of Clackamas County’s Board of County Commissioners), and both co-located and non-located WIOA entities that carry out workforce development programs as part of our local “One-Stop Center” have entered into agreements providing for allocation of the Center’s infrastructure costs. This agreement is referred to as the Infrastructure Funding Agreement (IFA) and costs are broken down as follows:

Co-located Workforce Partners - Oregon Employment Department, Easterseals Oregon, Clackamas Workforce Partnership: The infrastructure costs for current co-located partners are documented through executed Leases and Partner Sharing Agreements developed through negotiations with the Oregon Employment Department.

Non-located Workforce Partners (NCWPs) - Oregon Department of Human Services-Vocational Rehabilitation, Clackamas Education Service District, Oregon Commission for the Blind, Higher Education Coordinating Commission, Oregon Department of Human Services – Self-Sufficiency, and the Housing Authority of Clackamas County: NCWP resource contributions are documented in our executed Infrastructure and Additional Shared Costs funding agreement and allocated to non-located workforce partners in the following method:

- Designation of a cubicle in the One-Stop Center (WSC) as the technology nexus for NCWPs;
- Costing out of the cubicle (costs for floor space the cubicle uses, the telephone, equipment usage, network access, and supplies); and
- Division of those costs evenly by the number of NCWPs.

CWP is currently executing a retroactive IFA for Program Year 2020 – 2021 (Section 4.4D, Attachment A) due to pandemic-related disruptions. CWP is currently waiting for two final signatures for this IFA and anticipates a finalized 2020 – 2021 agreement sometime in early June 2021. A fully signed copy can be provided, as needed. This document further outlines cost sharing agreements outlined above. In addition to the IFA, CWP has active Memorandums of Understanding (MOUs) with Catholic Charities, Mercy Housing Northwest, Clackamas County Continuum of Care, Northwest Housing Alternatives, Clackamas Service Center, and Veteran’s Village. These outline partnerships that are not funded by CWP and do not involve monetary support or exchange; these MOUs outline agreements related to inter-agency referrals, information sharing, and continued partnership development and collaboration.

E. Describe how one-stop centers are implementing and transitioning to an integrated technology-enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

Technological improvements at the State level are still being explored and several options are being considered. The goal is to have a more streamlined, customer-centric registration process, making it quicker and easier for customers to register and complete program eligibility determination. Currently, the state developed WorkSource Oregon Management Information System (WOMIS) is used for determining program eligibility.

This information auto-populates into I-Trac, a customer tracking MIS for WIOA eligible candidates. MyWorkSource and CareersNW.org have been developed in the region as other technological improvements to connect job seekers to WorkSource staff and support.

4.5 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement the occupational skill development expenditure minimum.

Clearly state whether the local board will:

- A. Expend a minimum 25% of WIOA funding under the local board’s direct control on occupational skill development.**
- OR**
- B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.**

CWP has always placed a high priority on direct participant services and training. CWP is requesting use of an alternative formula (option B) that includes WIOA formula funds and other income beyond WIOA funding to meet the 25% expenditure minimum. In order to allow the board flexibility for ensuring sufficient service provider staffing levels to support the WSC system, CWP through the use of WIOA funds and by integrating State and competitive training grants will meet, and most likely exceed, the Minimum Training Expenditures as defined by the state board Guidance Letter. Training expenditure requirements are included in service provider contracts as applicable.

4.6 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

Adults and dislocated workers who enroll in services at WSC and who express an interest in pursuing training after registration are registered into a Career Mapping workshop to assist job seekers in the career exploration process. They are also required to take an NCRC. Those participants where training may an appropriate step to gaining employment then meet individually with a Workforce Advisor who works with them to develop an employment plan.

The plan includes a participant’s:

- General work and education history
- Career exploration and assessments completed
- Employment goal
- Steps needed to take to reach goal
- Training services needed to achieve goal
- Who will provide the services (resources explored and exhausted)
- Cost of those services and who will pay the costs
- Participant’s responsibilities in carrying out the plan

All participants requesting training are required to apply for Federal Financial Aid (if the program is eligible). The participant’s budget and individual circumstances are taken into consideration when deciding how to fund the individual’s training. CWP places no cap on ITA amounts, however an average cost of \$2500 is desirable.

4.7 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. See Local Plan References and Resources. [WIOA Sec. 108(b)(19)]

Customer choice is valued in Clackamas County. Many customers attend a Career Mapping workshop to explore

their unique career interests. More barriered populations may receive these career exploration services in a one-on-one setting with a Career Coach. Staff further assist the customer in exploring whether they have the skills and qualifications to successfully complete the selected training program through an interview, evaluation, or assessment. The chosen training program (whether it be an individual training account (ITA) or an on-the-job training or customized cohort training) is evaluated against employment opportunities in high-demand occupations listed on CWP's Strategic Occupations List. Knowing that the occupations on the list are in demand; matching a person's interest, experience, and profile to one of the occupations on the list benefits the participant and will result in a certification for an occupation that has job openings in the Portland Metro area. All WIOA funded individual training accounts with training institutions must also be on the Oregon State Eligible Training Provider List (ETPL).

4.8 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

The clearest method CWP uses to meet the needs of local industry and employers is the Strategic Occupations List. This list is compiled and updated annually by the economic research department of the Oregon Employment Department. The list identifies occupations in the metro area where there is projected job growth. The list is divided by targeted industry occupations and education requirements and identifies the top 100 occupations in-demand. Service delivery providers are instructed to invest only in those occupations. In addition to the Strategic Occupations List used locally, the work of Sector Partnerships and with the Columbia Willamette Workforce Collaborative (CWCC) informs investments to assure job seekers are becoming trained in areas where there will be high demand in order to meet employer's workforce needs. The Career Technical programs also have long-standing advisory boards that influence the training programs.

4.9 Describe how rapid response activities are coordinated and carried out in the local area. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]

Clackamas Workforce Partnership and its sub-recipients and partners work together to provide timely, coordinated, and comprehensive Rapid Response services to businesses and affected workers in Clackamas County. Any affected worker group that is 1-10 individuals is characterized as a small Rapid Response and groups that are over 10 workers are a large Rapid Response.

It is the expectation that Rapid Response activities result in an early intervention process activated through the state and will assist dislocated workers in obtaining competitive reemployment as soon as possible.

Rapid Response activities include:

- Implementing the board's layoff aversion plan; a comprehensive approach requiring the integration of data, relationships, partnerships, and policies and procedures to allow an assessment of the economic situation that exists within the Clackamas area,
- Providing a Rapid Response system that is proactive, data-driven, engaged with businesses, and focused on preventing layoffs or minimizing their negative impacts,
- Providing employers and dislocated workers Rapid Response Services in alignment with the Quality Rapid Response Principles,
- Building proactive rapid response partnerships working together to lessen the impact of layoffs,
- Working toward fewer people filing for UI benefits and claimants filing for fewer weeks, and
- Facilitating solutions by meeting customer needs through relationships with service providers, other government agencies, and other public and private entities.

Oregon has designated Clackamas Workforce Partnership to have Rapid Response Infrastructure and Protocols in place to build a local Rapid Response and Layoff Aversion system, deliver Rapid Response services, and to designate board staff to be the Dislocated Worker Liaison. In turn, the Clackamas Workforce Partnership's Dislocated Worker Liaison leads the implementation of the infrastructure and protocols.

Rapid Response Services will follow Clackamas Workforce Partnership Rapid Response documents which are attached to this plan.

- Clackamas Rapid Response Roles and Responsibilities (Attachment A)
- Clackamas Rapid Response Process (Attachment B)
- Clackamas Layoff Aversion Strategies (Attachment C)
- Clackamas Layoff Aversion Early Warning Network Partner Organizations (Attachment C1)
- Clackamas Layoff Aversion Early Warning Checklist (Attachment C2)
- CWP's Supportive Services Policy (P-08)
- CWP's Rapid Response Policy (P-17)

4.10 Describe the design framework for youth programs utilized by the local board, and how the required 14 program elements are to be made available within that framework.

C-TEC's network of partners and knowledge of community resources ensures that all 14 of the WIOA required youth elements are available to youth. When youth enroll in services, they undergo assessment and individual service planning to determine which activities are needed to help them reach their goals. Career Advisors ensure that youth have access to the activities they need to be successful and help them utilize community resources and navigate systems. Career Advisors coordinate with service providers from other agencies to help ensure that services are not being duplicated, and so that youth are being served in a team approach.

Adult mentorship opportunities are available utilizing community programs such as Big Brother/Big Sister, NW Family Services, and CIP.

Occupational Skills Training (OST) is provided in partnership with CCC, regional employers, and local trainers. C-TEC was a partner in creating a list of short-term OST options offered through CCC and has been promoting these opportunities.

Comprehensive guidance and counseling is provided by C-TEC Career Advisors and through community agencies such as CCC, Clackamas County Juvenile Department, Clackamas County Mental Health, and Department of Human Services and various mental health counselors.

Alternative secondary school services or dropout recovery are provided by secondary schools, CCC, and alternative/charter schools, e.g. Clackamas Web Academy, Arts and Tech Academy, and Oregon City Service Learning Academy. C-TEC Career Advisors help re-engage youth that have dropped out with alternatives secondary school options that meet their needs, and then provide active support to enhance retention.

Leadership development opportunities are provided by partnering secondary schools, CCC, and community organizations and businesses. Examples of organizations offering these opportunities include Youth ERA, NW Family Services, Clackamas County, and Ant Farm. CTEC provides these opportunities through career exploration, training opportunities, college tours, and special events.

Paid and unpaid work experience opportunities are offered through C-TEC in partnership with local businesses and community organizations. The New World of Work, work readiness curriculum provides 15-20 hours of employment related training and connects youth with area employers for work experience. Local businesses provide the actual work experience opportunities. C-TEC utilizes a staffing agency, Staffing Solutions, for any paid internships.

Support services are provided by C-TEC Career Advisors and all C-TEC partners in the form of financial assistance, community resources, and referrals, and may include: bus tickets, transportation assistance, interview clothing, tools and materials necessary for employment and/or training. All other resources are exhausted in the community before utilizing WIOA funds (Clackamas County Social Services, homeless liaisons, community action organizations, clothing closets, OYA). In PY18, C-TEC received a grant through Ride Connection for bus

passes/tickets that greatly helped reduce this cost under WIOA.

Follow-up Services are provided for twelve months by C-TEC Career Advisors. Youth are eligible for some on-going services, including employment support and retention. Career Advisors contact youth monthly to offer support during follow-up. During this time, youth are connected to community resources to meet their specific needs.

Entrepreneurial Skills Training provides opportunities for youth to develop and practice entrepreneurial skills. Resources are available through CCC's Small Business Development Center, OMSI, and a variety of community interest groups.

Financial Literacy Education provides opportunities for youth to better understand finances, their habits with money, and future planning. Web based resources are available, such as SALT, and classroom-based training is available through several organizations in the Portland Metro area, including NW Family Services and Metropolitan Family Services.

Labor Market and Employment Info helps youth to make informed choices about career pathways and can easily be accessed through the Oregon Employment Department website. Additionally, C-TEC promotes the high wage, high demand industries identified for Clackamas County.

Preparation for and Transitioning to Postsecondary Education and Training has been a major component of the services offered through C-TEC Youth Services. There is a Career Advisor assigned to youth that are transitioning to or attending CCC that provides one-on-one assistance. College tours are offered throughout the area, as well as assistance with applying for colleges and universities, preparing for the transition, and navigating those systems. CCC's Advising Center offers a variety of opportunities, and many area high schools offer ASPIRE.

Education offered concurrently with workforce preparation is offered through several programs in the community, such as Job Corps, CCC (Integrated Education and Training programs in welding, irrigation technician, etc), and the programs at Sabin Schellenberg Center of North Clackamas School District.

Tutoring, study skills training, instruction and dropout prevention and recovery strategies are provided in a variety of ways, depending on the home school district of a student. Each district offers different services or options, and additional services are offered in the community and through CCC. For example, CCC offers a learning lab and tutoring services for students pursuing a diploma or GED. The Ant Farm offers tutoring and dropout recovery in the Sandy area. C-TEC Youth Services works with districts and other community organizations (like the Housing Authority of Clackamas County) to do strategic outreach and recovery services for dropouts. When tutors are needed and no other appropriate services can be identified in the community, C-TEC may use WIOA funds to pay for tutoring.

As per CFR 681.300 and CFR 681.310, Clackamas Workforce Partnership should include a "Needs Additional Assistance" policy in its local plan to ensure future WIOA Youth can receive WIOA services under that eligibility element. As per CWP's policy: P05 WIOA Youth Program Eligibility, the definition of "Needs Additional Assistance" for both In-School and Out of School youth reads,

"Clackamas Workforce Partnership defines this barrier as having any of these characteristics:

- a) The youth demonstrates academic or behavioral problems as evidenced by their Individualized Educational Plan (IEP).
- b) The youth lacks technical or vocational skills to secure or hold employment.
- c) Youth are Limited-English Proficient (LEP). Limited English Proficiency pertains to those youth who are not proficient in the English language, regardless of where they were born, their level of education, or their native culture."

Section 5: Compliance

Please answer the questions in Section 5 in eight (8) pages or less. Most of the response should be staff-driven responses as each are focused on the organization’s compliance with federal or state requirements.

5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

Clackamas Workforce Partnership (CWP) follows its procurement policy, developed in accordance with guidelines and requirements in the Code of Federal Regulations, to ensure open competition and reasonable costs. A formal Request for Proposal (RFP) is issued at least every five years. The RFP includes clear descriptions of the services required and criteria for contractor selection. A team of neutral board members and partners is convened to review and evaluate proposals, and recommends service provider selection to the board.

Current sub-recipients include:

Clackamas Community College	Adult & Dislocated Worker Services	Ends 6/30/21 with option to renew through 6/30/23
Clackamas Education Service District	Youth Services	Ends 6/30/21 with option to renew through 6/30/24
Immigration and Refugee Community Organization	Adult & Dislocated Worker Services	Ends 6/30/23 with option to renew through 6/30/26

5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop centers. (correction per HECC email sent 2/15/2020)

CWP contracts with the Oregon Manufacturing Extension Project (OMEP) as our One-Stop Operator. Since the One-Stop Operator does not touch participants and has no control over enrollments or eligibility, CWP monitors them programmatically through provision of reports showing status on their contracted scope of work. CWP will select the one-stop operator through a competitive process at least once every 4 years.

CWP’s One-stop Center certification process takes place a minimum of every three years and includes an on-site in-person evaluation of WorkSource Clackamas. This on-site evaluation includes completing an ADA checklist assessing for physical accessibility; a WSO Standards checklist assessing adherence to WSO standards; and a customized rating and review tool designed by our One-Stop Operator assessing effectiveness and continuous improvement. We submit documentation of the certification review and the outcome to the Higher Education Coordinating Commission in accordance with the State of Oregon One-Stop Center Certification policy.

5.3 Provide an organization chart as Attachment A that depicts a clear separation of duties between the board and service provision.

See attachment 5.3A – Clackamas Workforce Partnership Organizational Chart

5.4 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment B. See Local Plan References and Resources.

See attachment C: Local Board Membership Roster 107b

5.5 Provide the policy and process for nomination and appointment of board members demonstrating compliance with Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment C.

See draft policy A-04 (updated January 2020)

5.6 Provide the completed Local Workforce Development Board Certification Request form included in Oregon draft policy WIOA 107(c) – Appointment and Certification of Local Workforce Development Board as Attachment D. See Local Plan References and Resources.

See attachment D

5.7 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.

Brent Balog, Program Manager

Clackamas Workforce Partnership

Email: Brent.Balog@clackamasworkforce.org Phone: 503-657-1651 Cell: 503-953-4288

5.8 Identify the entity responsible for the disbursement of grant funds. See Local Plan References and Resources. [WIOA Sec. 108(b)(15)]

CWP serves as the Clackamas workforce area's fiscal agent and administrative entity as designated by the Clackamas County Board of County Commissioners.

5.9 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

The state currently has mandated the local levels of performance below which are for all local areas statewide:

Measure	Goal
Adult & DW employment 2 nd quarter after exit	71.4%
Adult employment 4 th quarter after exit	71%
DW employment 4 th quarter after exit	72%
Adult median earnings 2 nd quarter after exit	\$6400
DW median earnings 2 nd quarter after exit	\$6800
Adult credential attainment rate	60.5%
DW credential attainment rate	63.0%
Adult & DW measurable skills gain	51%
Youth education, training, or employment 2 nd quarter after exit	63.5%
Youth education, training, or employment 4 th quarter after exit	63%
Youth median earnings 2 nd quarter after exit	\$3,477
Youth credential attainment rate	68.4%
Youth measurable skills gain	51%

5.10 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]

A. [Employment Rate - 2nd Quarter After Exit](#)

The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the second quarter after exit)

A-1. [Title I Youth Education and Employment Rate - 2nd Quarter After Exit](#)

The percentage of title I Youth program participants who are in education or training activities, or in unsubsidized employment, during the second quarter after exit from the program.

B. [Employment Rate - 4th Quarter After Exit](#)

The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program (for title I Youth, the indicator is the percentage of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit)

B-1. [Title I Youth Education and Employment Rate - 4th Quarter After Exit](#)

The percentage of program participants who are in education or training activities, or in unsubsidized employment, during the fourth quarter after exit from the program.

C. [Median Earnings - 2nd Quarter After Exit](#)

The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program

D. Credential Attainment

The percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program

The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:

- Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level;
- Documented attainment of a secondary school diploma or its recognized equivalent;
- Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit's academic standards;
- Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion of one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; or
- Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.

E. Measurable Skill Gains

5.11 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

Clackamas Workforce Partnership, the Department of Human Services' Office of Vocational Rehabilitation (OVR), and the Oregon Commission for the Blind (OCB) and all other WIOA mandated partners providing training and education services have entered into an Infrastructure and Additional Cost-sharing Agreement in accordance with WIOA law and the WSO Operational Standards. This document outlines our current cost-sharing process which enables our partners to share a "nexus cube" at WorkSource Clackamas to provide direct linkages through technology and facilitate on-site service provision. In addition to this cost-sharing agreement, both agencies participated in the development of the local WorkSource Center's post-COVID reopening plan and the development of CWP's strategic plan to ensure considerations for customers with disabilities were incorporated into system planning.

Additionally, in accordance with the WorkSource Operational Standards 2.0, OVRs and OCB participate on our Local Leadership Team which works together to manage local level topics and issues as they arise and to better align our services, including service delivery for people with disabilities and other priority populations. Our local OVRs representative also participates in our Continuous Improvement/Training team which reports to the Local Leadership Team. The CI Team operationalizes cross-training of partner staff and other inter-agency efforts to coordinate a more seamless cross-partner customer service experience. Cross-training emphasizes familiarity with all system partners; cross-agency referrals and co-case management; culturally and community responsive customer service; universal accessibility and human-centered design; disability awareness; and more. OVRs and OCB work with CWP and other system partners to share information with agency customers and with local employers via employer spotlights, local job fairs, information sessions, and through employer-supports offered by the Clackamas Coordinated Business Services team. CWP and system partners will continue to identify and develop intentional relationships with service providers working primarily with people with disabilities.

5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA

CWP first began to engage with the public on the strategic planning process to develop the 2020-2024 at the October 17, 2019 Board Meeting and Strategic Planning Session. This was a public meeting and attendees were primarily CWP board members (business, labor representatives, public partners and education partners), community partners, stakeholders, elected officials, meeting facilitators and staff. All attendees were included in the discussion and encouraged to comment and provide feedback.

There were two digital platforms released through the online service ThoughtExchange. There were two separate exchanges, each sending out a series of open-ended questions to our entire network of partners. The exchanges took place:

- Monday, November 4, 2019 – Monday, November 11, 2019
- Monday, December 9, 2019 – Wednesday, December 18, 2019

A stakeholder meeting was held to generate feedback on the Strategic Plan. The public meeting took place on:

- Tuesday, December 17, 2019, 3:00 – 4:30pm at the Clackamas Community College Family Resource Center

CWP staff compiled an extensive invitation list for the stakeholder meeting. An invitation was sent out to 300 individuals from education, higher education, public and community partners, economic development, chamber directors and CWP board members. The stakeholder meeting was attended by 25 people. All attendees were included in the discussion and encouraged to provide comment and feedback.

Feedback and comments from these meetings were used to revise and refine the Mission, Vision, Goals and Strategies of the Strategic Plan. At the January 16, 2020 CWP board meeting (a public meeting), attendees reviewed the plan goals and initial strategies and were again provided with an opportunity for open dialogue, feedback and comments.

These are the following additional measures and groups CWP submitted to in order to receive public comment:

- The CWP Equity Council meeting was held to generate feedback through our Equity and Diversity lens on January 28, 2020. The 10 members of the Council were given an opportunity to read, respond and provide feedback on the plan.
- Presented to the Continuous Improvement Team Meeting – February 2020

- CWP Staff presented to the Executive Committee on February 20, 2020 changes based on the board survey responses, the CWP Equity Council recommendations and the Continuous Improvement Team.
- On February 28, 2020, the 2020-2024 CWP Strategic Plan was posted online via our organizational website, along with weekly posts on social media challenges for a 30-day review cycle. When this period closes on March 28, 2020 all comments will be reviewed by CWP Staff and addressed according to WIOA guidelines as well as CWP policy and procedure guidelines. After the 30-day public comment period, all comments received will be posted to the CWP website as attachment number 5.12A. The final CWP Strategic Plan will then be sent to the state in April 2020.
- As of 2021, due to the COVID Pandemic, the CWP Strategic Plan went through state mandated changes and was resubmitted for public comment starting February 5, 2021 through March 3, 2021 for a 30-day cycle review. After the 30-day public comment period, all comments received will be posted to the CWP website as attachment number 5.12A. The final CWP Strategic Plan will then be sent to the state March 19, 2021 for final review.

5.13 State any concerns the board has with ensuring the compliance components listed below are in place.

Copies of documents are not required at this time but may be requested during monitoring.

- **Administration of funds**
- **Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials**
- **Agreement between the Local Elected Officials and the Workforce Development Board**
- **Local Workforce Development Board Bylaws**
- **Code of Conduct**
- **Approved Budget**
- **Memorandum of Understanding and/or Resource Sharing Agreements, as applicable**
- **Required policies on the following topics**
 - **Financial Management including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs**
 - **Program Management including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, determination of an insufficient number of eligible training providers in the local area (if applicable), transitional jobs, stipends, training verification/refunds,**
 - **Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan**
 - **Board Policies including board appointment, board resolutions, conflict of interest**
 - **Human Resources including employee classification, benefits, holidays and PTO, recruitment and selection, employee development, discipline, layoffs, terminations, and severance, drug policy, sexual harassment, equal opportunity/non-discrimination**
- **Professional Services Contract for Staffing/Payroll Services, if applicable**
- **Contract for I-Trac Data Management System**

CWP expects to be compliant with all listed expectations.

5.14 Provide the completed copies of the following local board approval forms:

- **State of Concurrence**
- Partner Statement of Agreement
- **Assurances**

WIOA compliant versions of these documents will be posted in the near future.

CWP is waiting for guidance from the State.