



7:30 AM	Call to Order & Welcome Public Comments Introductions	David Green
7:35 AM	Approval of Consent Agenda Financial Statement, Revised Budget, January Minutes, November ExCom Minutes	Bridget Dazey
7:40 AM	CWP New Website: Official Launch	Cody Galloway
7:50 AM	Housing Authority Survey	Erin Schwartz
8:00 AM	Prosperity Collaboratives <ul style="list-style-type: none"><li>• Milwaukie, Canby &amp; Estacada</li></ul>	Meagan Picard
8:15 AM	Quality Jobs Initiative	Amy Oakley Bryan Fuentez
8:45 AM	State Legislature Updates <ul style="list-style-type: none"><li>• SB 623 – Workforce System Assessment</li></ul>	Bridget Dazey
8:50 AM	WorkSource Oregon Standards	Brent Balog
8:55 AM	CWP Advisory Groups (Create a Poll?) <ul style="list-style-type: none"><li>• People</li><li>• Business</li><li>• Systems</li><li>• CWWC Quality Jobs Committee</li><li>• Workforce Talent Development Board Assessment Committee</li><li>• On Stand-By / Volunteer</li></ul>	Bridget Dazey
9:05 AM	Server Hack Update & Overview	Bridget Dazey
9:15 AM	Board of County Commissioners Update	Commissioner Martha Schrader

9:25 AM Executive Director Update Bridget Dazey

- Strategic Plan Update & Next Steps
- Grants & RFP Updates
  - Limited English Language Speaker RFP
- Upcoming Events

9:45 AM Adjourn

**Consent Agenda:**

**RECOMMENDATION:** Approval

**SUGGESTED MOTION:** I move the Board of Directors approves the consent agenda.

**NEXT SCHEDULED MEETINGS:**

**CWP Board of Director Meetings – 2021**

April 15, 2021  
June 17, 2021  
October 21, 2021  
January 20, 2022

**CWP Executive Committee Meetings – 2021**

May 20, 2021  
September 16, 2021  
November 18, 2021  
February 2022

Clackamas Workforce Partnership  
Budget to Actual Report  
July 1, 2020 - February 28, 2021

REVENUE	YOUTH WIOA				ADULT WIOA				DISLOCATED WORKER				ADMIN WIOA			
	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING
ALLOCATIONS	\$ 475,791	\$ 475,791	100.0%		\$ 440,077	\$ 440,077	100.0%		\$ 563,691	\$ 563,692	100.0%		\$ 156,030	\$ 156,029	100.0%	
FY1920 Carry forward	\$ 90,805	\$ 90,805	100.0%		\$ 100,433	\$ 100,433	100.0%		\$ 113,871	\$ 113,870	100.0%		\$ 57,077	\$ 57,078	100.0%	
<b>TOTAL REVENUE</b>	<b>\$ 566,596</b>	<b>\$ 566,596</b>	<b>100.0%</b>		<b>\$ 540,510</b>	<b>\$ 540,510</b>	<b>100.0%</b>		<b>\$ 677,562</b>	<b>\$ 677,562</b>	<b>100.0%</b>		<b>\$ 213,107</b>	<b>\$ 213,107</b>	<b>100.0%</b>	
EXPENDITURES	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS
Service Provider Contracts	\$ 467,685	\$ 204,622	43.8%	\$ 467,685	\$ 398,538	\$ 153,304	38.5%	\$ 398,538	\$ 539,710	\$ 197,477	36.6%	\$ 472,110	\$ 1,500	\$ 734	48.9%	\$ 1,500
Personnel	\$ 36,752	\$ 14,474	39.4%		\$ 71,704	\$ 34,107	47.6%		\$ 71,610	\$ 34,139	47.7%		\$ 105,651	\$ 36,456	34.5%	
Materials & Services	\$ 9,521	\$ 7,389	77.6%		\$ 28,854	\$ 16,311	56.5%		\$ 25,818	\$ 14,918	57.8%		\$ 48,326	\$ 36,380	75.3%	
CWP EXPENDITURES:	\$ 46,273	\$ 21,863	47.2%		\$ 100,558	\$ 50,418	50.1%		\$ 97,428	\$ 49,057	50.4%		\$ 153,977	\$ 72,836	47.3%	
<b>TOTAL EXPENDITURES</b>	<b>\$ 513,958</b>	<b>\$ 226,485</b>	<b>44.1%</b>		<b>\$ 499,096</b>	<b>\$ 203,722</b>	<b>40.8%</b>		<b>\$ 637,138</b>	<b>\$ 246,534</b>	<b>38.7%</b>		<b>\$ 155,477</b>	<b>\$ 73,570</b>	<b>47.3%</b>	
Planned for Future Periods	\$ 52,638	\$ 340,111			\$ 41,414	\$ 336,788			\$ 40,424	\$ 431,028			\$ 57,630	\$ 139,537		

REVENUE	OTHER FEDERAL				STATE				LOCAL/ FOUNDATION/ OTHER				TOTAL			
	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING	BUDGET	YTD ACTUAL	PERCENT	PENDING
ALLOCATIONS	\$ 572,381	\$ 572,381	100.0%		\$ 1,085,116	\$ 1,068,581	98.5%		\$ 238,670	\$ 196,741	82.4%	\$ 50,000	\$ 2,446,640	\$ 2,404,711	98.3%	
FY1920 Carry forward	\$ 761,214	\$ 761,214	100.0%		\$ 1,085,116	\$ 1,068,581	98.5%		\$ 44,400	\$ 44,405	100.0%		\$ 2,252,916	\$ 2,236,386	99.3%	
<b>TOTAL REVENUE</b>	<b>\$ 1,333,595</b>	<b>\$ 1,333,595</b>	<b>100.0%</b>		<b>\$ 1,085,116</b>	<b>\$ 1,068,581</b>	<b>98.5%</b>		<b>\$ 283,070</b>	<b>\$ 241,146</b>	<b>85.2%</b>		<b>\$ 4,699,556</b>	<b>\$ 4,641,097</b>	<b>98.8%</b>	
EXPENDITURES	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS	BUDGET	YTD ACTUAL	PERCENT	OBLIGATIONS
Service Provider Contracts	\$ 973,081	\$ 315,258	32.4%	\$ 1,143,458	\$ 592,541	\$ 250,557	42.3%	\$ 816,285	\$ 94,400	\$ 2,614	2.8%	\$ 44,405	\$ 3,067,455	\$ 1,124,566	36.7%	
Personnel	\$ 109,118	\$ 71,047	65.1%		\$ 185,808	\$ 111,850	60.2%		\$ 182,914	\$ 180,147	98.5%		\$ 763,557	\$ 482,220	63.2%	
Materials & Services	\$ 35,939	\$ 25,430	70.8%		\$ 61,758	\$ 25,603	41.5%		\$ 5,756	\$ 5,711	99.2%		\$ 215,972	\$ 131,742	61.0%	
CWP EXPENDITURES:	\$ 145,057	\$ 96,477	66.5%		\$ 247,566	\$ 137,453	55.5%		\$ 188,670	\$ 185,858	98.5%		\$ 979,529	\$ 613,962	62.7%	
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,118,138</b>	<b>\$ 411,735</b>	<b>36.8%</b>		<b>\$ 840,107</b>	<b>\$ 388,010</b>	<b>46.2%</b>		<b>\$ 283,070</b>	<b>\$ 188,472</b>	<b>66.6%</b>		<b>\$ 4,046,984</b>	<b>\$ 1,738,528</b>	<b>43.0%</b>	
Planned for Future Periods	\$ 215,457	\$ 921,860			\$ 245,009	\$ 680,571			\$ -	\$ 52,674			\$ 652,572	\$ 2,902,569		

Donations/Sponsorships \$ 659

**Clackamas Workforce Partnership  
Executive Committee Meeting**

November 19, 2020

7:30am – 9:00am

Location: Clackamas Workforce Partnership Zoom Conference Call



**Clackamas  
Workforce  
Partnership**  
WORKFORCE DEVELOPMENT BOARD

**Committee Members Present**

Selene Andreasen, Willamette View  
Peter Lund, SuperGenius Studios  
David Green, Citizens Bank  
Gordon Harvey, General Sheet Metal  
Alex Crooks, Crooks and Company

**Staff Members Present**

Bridget Dazey, CWP  
Deb Zang, CWP  
Amanda Wall, CWP  
Amy Oakley, CWP  
Brent Balog, CWP  
Amy Black, CWP  
Jan Filgas, CWP

**Call to Order & Introductions**

David Green called the meeting to order at 7:30am. Introductions were made throughout the zoom conference call.

**Public Comments**

There were no public comments.

**Approval of Minutes**

**Motion:** Gordon Harvey called for approval of the September 2020 Executive Committee Meeting Minutes; Peter Lund seconded the motion

**Motion Approved.**

**Financial Update**

Deb Zang presented a Quarter 1 financial report for the July 1 – September 30, 2020 period and updated the Executive Committee on the status of current funding.

**Audit Report**

Sara Hummel, from Jones and Roth, presented to the Committee with results of the annual independent audit of Clackamas Workforce Partnership's financial statements for the year ending June 30, 2020. The result of the audit was no findings or compliance issues.

**Request for Amended Policy in Employee Handbook**

Bridget Dazey led a discussion with the Executive Committee about a proposed change to our Employee Handbook. Bridget requested to the Committee that CWP add an additional holiday to our handbook --

**Committee Members Absent**

Ravinder Waraich, 7-11 Franchise Owner  
Tina Irvine, Express Employment Professionals  
Commissioner Martha Schrader, Board of County  
Commissioners (*Ex-Officio*)  
Joseph Harris, Local 16 Sheet Metal Workers

**Staff Members Absent**

Bryan Fuentez, CWP

**Additional Attendees**

Sara Hummel, Jones and Roth  
Tracy Moreland, Board of County Commissioners

May 1<sup>st</sup> (May Day; International Workers Day). The goal would be to move towards celebrating workforce within our organization by volunteering in our community, spending additional time with our family, exploring career paths, and other important causes. The change will be included on the January 2021 Board of Directors Meeting consent agenda.

**Motion:** Alex Crooks made a motion to approve the additional observed CWP holiday. Peter Lund seconded the motion.

**Motion Approved.**

### **Strategic Plan Update**

Bridget Dazey led a discussion on the upcoming additional changes CWP will be working on for our 2020-2024 Strategic Plan. COVID-19 and the Clackamas County wildfires has had a large impact on our economy and workforce. Per the State's recommendations all workforce boards will be making some additional changes to their plans to reflect the new economy in Oregon. CWP Staff convened advisory groups to vet the small changes to our organizational goals and metrics. Bridget shared with the Committee and updated timeline for submissions starting January 2021, public comment beginning the early part of February 2021, with final submission to the State for review scheduled for end of March 2021.

### **Bond Levy Board Endorsement Discussion**

Bridget Dazey led a discussion with the Committee in effort to better define what our role as a workforce board during the election – specifically on bond levy's and our endorsement. The general conscience of the Executive Committee was to follow the guidelines of our Strategic Plan and our Equity Lens regarding what levy's or other bond measures we as an organization support and/or endorse.

**Action Item:** Bridget Dazey agreed to ask Oregon Workforce Partnership (OWP) on statewide criteria as well as additional peers on mandates and policies.

### **RFQ Update**

Bridget Dazey announced to the Executive Committee that CWP had selected Proper Strategies to redesign and update our website. We received over 40 applications for the redesign and conducted first and second round interviews with our top selections. It is our goal to launch a newly designed website in March of 2021.

Bridget Dazey and Brent Balog gave an update on the Systems Change RFQ. We received 2 proposals with additional meetings with one of the organizations as follow up. At this point in time, we will continue to strategize next steps and will update the Executive Committee with our plan for moving forward.

### **Executive Director Update**

Bridget Dazey updated the board on the following items: upcoming events including reminders for our November 19, 2020 "New Venture and Small Business Resource Panel" discussion co-hosted with TiE Oregon and the December 2, 2020 "Project Zero" presentation hosted by PGE & CWP. Bridget also gave a brief update on revising CWP bylaws.

All items mentioned are available upon request by contacting Amanda Wall at [amanda.wall@clackamasworkforce.org](mailto:amanda.wall@clackamasworkforce.org)



**Clackamas Workforce Partnership  
Board of Directors Meeting  
January 21, 2021  
7:30am – 9:45am  
Via Zoom Conferencing Link**



**Attendance:**

Cindy Moore, Clackamas County Economic Development  
Brooke Brownlee, PGE  
Kyle Lang, Canby Chamber of Commerce  
Rod Cook, Clackamas County H3S  
Tracey Calderon, Oregon Employment Department  
Jada Rupley, Clackamas Education Service District  
Seth Lyons, DHS Self-Sufficiency  
Tracy Rumpca, Woodcraft Industries  
Peter Lund, SuperGenius Studios  
David Green, Citizens Bank  
Eric Johnston, Todos Juntos  
Doug Franklin, DHS Vocational Rehabilitation

David Plotkin, Clackamas Community College  
Selene Andreasen, Willamette View  
Alex Crooks, Crooks and Company  
Commissioner Martha Schrader, Board of County Commissioners

**CWP Staff:**

Bridget Dazey  
Amanda Wall  
Bryan Fuentes  
Amy Oakley  
Deb Zang  
Jan Filgas  
Amy Black  
Brent Balog

**Additional Attendees**

Tracy Moreland, Clackamas County  
Kathy Wilcox, Office of Workforce Investment, HECC  
Irene Carrillo, Clackamas Community College  
Jennifer Harvey, CFCC  
Cynthia Risan, Clackamas Community College  
Doug Riggs, Community Action Partners  
Tyson Arnold, Timber Lake Job Corp  
Stephen Ricks (participant success story)  
Celina Burns (participant success story)  
Brent Finkbeinder, Clackamas Community College  
Cody Galloway, Proper Strategy

**Absent Members:**

Ravinder Waraich, Infocare LLC & 7-11 Franchise Owner  
Matt Millard, AFSCME Local 328  
Joe Harris, Local 16 Sheet Metal Worker  
Gordon Harvey, General Sheet Metal  
Tina Irvine, Express Employment Professionals

## **Agenda Item #1: Consent Agenda Items**

**Minutes:** The minutes from the past Board meeting are listed below and copies of these minutes were emailed to the Board Members prior to review.

**Other consent agenda items:** Acceptance of financial report & Minutes from the September 2020 Executive Committee, October 2020 Board Meeting, a new CWP Paid Holiday (International Workers Day; May 1) and a discussion on using Land Acknowledgements in future presentations.

**Discussion:** N/A

**RECOMMENDATION:** Approval

**SUGGESTED MOTION:** I move the Board of Directors approves the consent agenda.

**MOTION:** Doug Franklin motioned to approve; David Plotkin called for a second.

**Consent Agenda Items APPROVED.**

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## **Agenda Item #2: New Website Preview & Update**

**Presenter:** Cody Galloway, Proper Strategy & Amanda Wall, Clackamas Workforce Partnership

**Discussion:** Amanda Wall introduced Cody Galloway, our website designer for our new Clackamas Workforce Partnership website. Cody gave the Board a presentation on the new website design, homepage template, fonts, and color scheme. Cody shared with the board a general timeline for design, content and launch set for end of March 2021. Cody shared our vision for the new website and our primary objective is to be a source of information for Clackamas County and the greater Metro region to better serve our multiple audiences.

**Action Item:** Amanda will send copies of the design files to the Board for feedback and discussion.

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## **Agenda Item #3: Individual Board Member Meeting**

**Presenter:** Bridget Dazey, Clackamas Workforce Partnership

**Discussion:** Bridget Dazey shared with the Board a recap on the individual board member meetings that were held to gauge confidence, share knowledge and perspective on the work we are doing at CWP. In general, the overall feeling of Board Members is that we are doing excellent work, our team works well together and the work we do continues to be innovative and timely. Bridget presented member feedback, including but not limited to, increase communication from our staff, increase options for social interactions and networking, continue to broker better connections between the workforce system partners and working to help solve childcare and aftercare program issues. Finally, Bridget shared with the board the list of “big hairy audacious goals” CWP, and the Board have for the future and our organization.

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#### **Agenda Item #4: Board Recruitment, Applications**

**Presenter:** Bridget Dazey, Clackamas Workforce Partnership

**Discussion:** Bridget Dazey gave an update on recruitment for the Board which ends on January 29, 2021. CWP will be welcoming three new members to the Board – Kyndall Mason, SEIU Local 504; OPEU, Tyson Arnold, Executive Director for Timberlake Job Corp; and Stephen Achilles, Exceed PDX. The CWP Board still needs two to three private sector members, ideally in Healthcare or Construction. A new open recruitment cycle will open February 2021. A new member Board Orientation is being scheduled for the Spring, so please watch for final dates and times.

Bridget informed the Board that Dianna Sliker, Blount International had submitted her letter of resignation effective immediately. We thank her for her guidance and support. Bridget continued to share that we still need members, specifically in Healthcare and Technology, to better serve our sector work throughout Clackamas County.

**Action Item:** Bridget will be reaching out to board members who volunteered to make connection to interested business and individuals for potential board asks.

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#### **Agenda Item #5: Wildfire Recovery Groups**

**Presenter:** Jan Filgas, Clackamas Workforce Partnership, Brent Balog, Clackamas Workforce Partnership

**Discussion:** Jan Filgas presented to the Board on a \$1.7 million grant from the Department of Labor that will run from October 2020 to September 2022. The funds will aid in disaster relief efforts as well as humanitarian assistance employment for the long-term unemployed and dislocated workers to directly support wildfire recovery efforts throughout Oregon. At least 20 jobs will be funded for a maximum of one year. CWP will be contracting with Clackamas Community College Workforce Department to deliver services through disaster relief employment, training, support services, career coaching and job placement. Clackamas Fire District #1 is contracted as the disaster relief clean up employer with 20-22 job openings with wages starting between \$16.50 to \$28.50 per hour depending on experience. This program has created and convened a coalition of wildfire partners to coordinate recovery efforts throughout the region. Clackamas County Forest and County Parks Department, Oregon Department of Forestry, Clackamas Soil and Watershed Conservation District and the US Forest Service will all work in tandem to serve this grant. In total, the State of Oregon received \$19.5 million in disaster relief and recovery funds.

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#### **Agenda Item #6: WorkSource Reopening: Update**

**Presenter:** Brent Balog, Clackamas Workforce Partnership

**Discussion:** Brent Balog provided the Board with an update on the WorkSource Clackamas reopening plan. The Workforce System Executive Team (WSET) provided a reopening template for all workforce regions to use as guidance. Brent shared with the Board that CWP convened the Clackamas Local Leadership Team (LLT) for several months to review the template and begin to develop a collaborative

plan of action related to the health and safety, communication, and service delivery at the WorkSource Center. The plan was reviewed by officials from Clackamas County Public Health and modified as needed to meet current health and safety guidance.

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#### **Agenda Item #7: Participant Success Story**

**Presenter:** Stephen Ricks, Celina Burns, WorkSource Clackamas jobseekers

**Discussion:** WorkSource Clackamas participants Stephen Ricks and Celina Burns shared with the Board the success stories of their pathway through the system, current employment, and future career plans, as each move forward in their career pathway.

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#### **Agenda Item #8: Legislative Update: Senate Bill 623**

**Presenter:** Doug Riggs, Community Action Partners

**Discussion:** Doug Riggs from Community Action Partners presented to the Board on Senate Bill 623 – the COVID Recovery and Workforce Modernization Act of 2021. The purpose of SB 623 is to advance regional priorities, promote equitable recovery, and leverage existing resources, relationships, and infrastructure. SB 623 would add to current projects and community plans that often must rely on non-state/federal sources of funding, improve and ensure accountability and help to provide clarity for our system. Doug continued to share that the focus of SB 623 would be on programs and services delivered through WorkSource Oregon, 14 programs through 5 state agencies with an annual investment of \$150 million from both State and Federal agencies.

**Action Item:** For Board members who might be interested in supporting this measure or would like additional information, contact Doug Riggs at 503-702-5120 or Iris Maria Chavez at 504-701-3831. Logos to add to our letter of support and one-pager can be sent to Amanda Wall at [amanda.wall@clackamasworkforce.org](mailto:amanda.wall@clackamasworkforce.org)

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#### **Agenda Item #9: Strategic Plan Update – COVID-19 & Wildfire Recovery Additions**

**Presenter:** Bridget Dazey

**Discussion:** Bridget Dazey presented to the Board an updated timeline of our Strategic Planning process starting in January of 2021. Due to the COVID-19 Pandemic, the deadline for submission was shifted to March 2021 with required updates in response to the recovery efforts surrounding the pandemic and returning to the workforce. In February of 2021, CWP will be submitting a newly drafted plan for a 30-day public comment cycle followed by edits and submission for review to HECC in March of 2021. Following our submission, HECC will return comments and suggested changes in April of 2021 followed by an additional public comment cycle in May of 2021. It is our goal to have a final approved strategic plan by the June 2021 board meeting followed by a presentation to the Board of County of Commissioners for local approval.

A copy of the report: <https://www.clackamasworkforce.org/media/uploads/2021DraftPlan.pdf>

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**Agenda Item #10: Commissioner’s Update**

**Presenter:** Commissioner Martha Schrader

**Discussion:** Commissioner Martha Schrader gave an update on the Board of County Commissioners of Clackamas County programs, resources, and general information. Her report included information about the upcoming Board of County Commissioners retreat set for the following week, an update on the Counties reopening plan as our metrics continue to improve, as well as an update on the OHA vaccination role out plan. Commissioner Schrader indicated that one of the priorities of the Council would be workforce and workforce development in Clackamas County due to COVID-19 and the Wildfires in September of 2020. Finally, Commissioner Schrader addressed the on-going Board level issues with Commissioner Shull and his remarks on Facebook and other social media platforms.

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**Agenda Item #9: Executive Director Update**

**Presenter:** Bridget Dazey, CWP

**Discussion:** Bridget Dazey (CWP) gave an Executive Director update. Her report included an update on our newly published blog posting, scheduled to happen monthly. A request was made to the Board that we would be asking members to both write blog postings or volunteer to be part of a podcast interview in the coming months. Bridget continued by giving an update on an open Request for Proposal (RFP) that CWP currently has open for submission. The Adult and Dislocated Worker Service RFP needs volunteers to review submissions. Board Member’s Tracy Calderon and David Plotkin volunteered to be part of the group.

Meeting was adjourned at 9:45am

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Amanda Wall                      Date

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David Green, Board Chair                      Date



Dear Business, Community, Labor and Government Partners:

Over the past year, the COVID-19 pandemic has caused regional unemployment claims to reach historic levels. Some economists predict our region's jobs will not return to pre-pandemic levels until 2025. Notably, many of our community members -- Black, Indigenous and other People of Color, women, immigrants, individuals with disabilities, and workers with less access to education and lower incomes -- have disproportionately suffered from the health and economic devastation caused by the public health crisis. The aftermath of this crisis calls for deliberate and bold changes to stabilize our workforce and ensure our region can successfully move forward.

### **How do we do this?**

We must design and embrace an equitable economic recovery. One that addresses long-standing inequities including lack of access to jobs and careers that allow people to support themselves and their families and perpetuates longstanding economic disparities.

We believe in the value of work and the shared benefits afforded to workers, businesses, and our communities through good, high-quality jobs. We also believe through partnership and intentionality we can increase the number of quality jobs and improve the regional economy for all. We are joining together to form a regional effort, building a public/private coalition of businesses, community-based organizations, and public partners to advance an equitable economic recovery through a quality jobs initiative.

This is not an issue for social services alone, this is also a business imperative. Good, high-quality jobs — ones with competitive wages and benefits, predictable hours, necessary training, and opportunities for advancement — are good for business!

Good, high-quality jobs lead to decreased employee turnover and absenteeism, greater productivity, better service to customers and higher company resilience and ability to survive economic downturns.

### **What are we proposing?**

As workforce boards representing the Greater Portland-Vancouver Metropolitan Region, we are eager to convene a regional effort to increase inclusivity to economic prosperity during our recovery. As such, we are announcing a Quality Jobs initiative, and are asking our business, labor and community partners to join us in this effort.

Our objective in promoting quality jobs is to:

- Prioritize advancing workforce equity.
- Ensure the region's public workforce system is preparing and supporting customers to transition to high-quality jobs.
- Include and elevate partners and companies who are committed to promoting and meeting quality jobs standards.
- Provide a blueprint for companies that want to make improvements for their workforce.
- Align wage standards with the self-sufficiency standard and/or other best practices.



For this initiative, we have identified the following characteristics of a Quality Job but need further stakeholder input to define this for the region.

1. Wages sufficient to cover basic living expenses, a stable/predictable income, and opportunities to build wealth/assets.
2. Working conditions that are safe, free from discrimination and harassment, and have a process to engage with workers and their ideas for improvement.
3. Stable/predictable work hours.
4. A package of benefits that facilitate a healthy, stable life.
5. Opportunity to build skills and advance in a career pathway.

We will be evaluating our investments in the workforce development system, which will be assessed for effectively advancing equity and inclusion.

We look to you, our partners, to work with us to cocreate with community input, a regional approach to foster positive outcomes for people and workers to contribute to business growth and success.

**Please join us.**

We hope you will join us as we rethink our collective investments to support working people and our local business community to expand equity for our region. We are seeking input and collaboration from stakeholders to develop this initiative, and we would like you to be part of these efforts. **Email Amy Oakley, Business Services Manager at Clackamas Workforce Partnership at [amy.oakley@clackamasworkforce.org](mailto:amy.oakley@clackamasworkforce.org) to join in the discussions and formation of this initiative.**

The attached Quality Job Examples document highlights how other regions in the country have implemented quality jobs practices and their successes.

We know that by working together we can create a stronger, healthier, and more equitable recovery and region.

We welcome your partnership and value your support.

Sincerely,

A handwritten signature in blue ink that reads "Kevin Perkey".

Kevin Perkey  
Chief Executive Officer  
Workforce SW Washington

A handwritten signature in blue ink that reads "Andrew McGough".

Andrew McGough  
Executive Director  
Worksystems, Inc.

A handwritten signature in blue ink that reads "Bridget Dazey".

Bridget Dazey  
Executive Director  
Clackamas Workforce  
Partnership

## **Quality Jobs: Learning from Other Cities**

As the Columbia Willamette Workforce Collaborative begins to explore what a Quality Jobs Initiative would look like in our region, we are inspired by the work of cities and employers across the country who are defining quality jobs and making them a reality.

In Baltimore, Good Business Works is partnering with employers to promote respectful and inclusive workplaces. In San Diego, the Workforce Partnership is working with every job seeker to determine what a quality job means *to them*. They are partnering with employers and advocating at the legislature to make sure more quality jobs are available. In Louisville, employers are leading in the creating of quality jobs by investing in the long-term success of their workers.

In each of these cities, workforce boards, jobs seekers, and employees are working together to define quality jobs. They are inspiring businesses to succeed by investing in their employees and helping workers thrive.

### **Baltimore: Good Business Works**

Good Business Works is a collaboration of business leaders, workforce experts, and nonprofit organizations working to expand family-sustaining careers, strengthen businesses, and help local communities thrive.

Good Business Works believes a good job is a foundation for a stronger local economy, healthy and supported families, and more vibrant communities. For businesses, investing in their employees means more productive, reliable, and creative employees, better and more innovative services, and higher sales and profits. For employees, family-sustaining wages and benefits, inclusive cultures, and opportunities to advance contribute to healthy and fulfilling lives that balance work and family. For customers, good jobs mean better service from employees who feel valued and empowered to do their best work.

Good Business Works supports employers with information and training to help them create good jobs by identifying business-driven strategies, leveraging incentives, and tailoring resources and training to support employee investment. They champion success stories through employer stories and promote participating businesses.

### **San Diego Workforce Partnership – Job Quality**

The Workforce Partnership in San Diego believes quality jobs produce outstanding results for businesses and their workers. To this end, they developed a three-part quality jobs framework:

1. Job necessities: are a living wage, safe working conditions, an HR infrastructure, and stable scheduling.
2. Job opportunities: include performance management, open communication, learning and development, and empowerment and support. and
3. Job features: including family and medical leave and paid time off, can serve as key drivers of attraction and retention of a quality workforce empowerment and support.

To make quality jobs a reality for more San Diegans, the Workforce Partnership adopted the following goals to reach by 2025.

- 100% of our job seekers receive training or coaching to determine what job quality means for them
- 80% of our internal placements and 100% of our staff are in a role which meets at least one job quality indicator per category: Job Necessities, Job Opportunities and Job Features.
- 50 employer champions implement at least one new job quality measure (other than wage)
- 100% of Workforce Partnership issued subrecipient contracts contain job quality requirements
- At least one local, state or federal bill is passed that improves job quality (e.g. stable scheduling policies) in San Diego

The Workforce Partnership has started with a commitment that 100% of Workforce Partnership issued subrecipient contracts contain job quality requirements.

### **Louisville Employers: Investing in the long-term success of their workers**

Two companies in Louisville, KY are gaining attention for their commitment to quality jobs. Norton Healthcare and Universal Woods are investing in their employees' long-term development through coaching, education, and training.

Norton, an integrated, faith-based system providing care at more than 250 locations throughout greater Louisville and Southern Indiana, operates their own Office of Workforce Development. A staff of career coaches help employees plan and build their careers. The coaches use assessments of workers' skills and interests to provide career advice. Employees can learn about career pathways and the education and training programs they need to advance. Education and training are available at all levels, from entry to continuing education for physicians. The center also offers financial education. Norton subsidizes the trainings up to \$24,000 per degree of certification.

Norton Healthcare uses "a comprehensive system that tracks staffing levels, retention and turnover rates, key competencies and employers' educational plan in order to understand the organizations' current and future workforce needs." Norton's Workforce Analytics team has been in place for five years and their work continues to evolve. The capacity has expanded and includes new variable and reporting methods. They build relationships between HR, business units, and information technology units.

Like Norton, Universal Woods has embraced continual learning. Employees can enhance their skills on the jobs or in the classroom. The company pays education scholarships regardless of whether it's to enhance skills for a worker's current position or help them advance to their next job.

Continuing education isn't the only place where Universal Woods has embraced a quality jobs framework. The company offers above-market wages, guaranteed hours, and equivalent benefits for exempt and non-exempt workers. They also offer quarterly and annual profit sharing, a 401K plan, and an emergency loan program.

The result is over the past four years, the company had grown 20 percent each year, doubles the size of its workforce, maintained 95 percent customer retention rate for 10 years, and is the leader in its two major markets. Serves more than 200 customers in 80+ countries.

Learn more about how Baltimore, San Diego, and Louisville are making quality jobs a reality!

[Good Business Works Baltimore](#)

[San Diego Workforce Partnership](#)

**Louisville:** [Norton Healthcare](#) and [Universal Woods](#)

Additionally, we have compiled this list of best practice references if you would like to learn more about Quality Jobs initiatives:

- San Diego Workforce Partnership: <https://workforce.org/jobquality/>
- National Fund: <https://nationalfund.org/our-solutions/make-jobs-better-for-competitive-advantage/job-quality-resource-center/>
- National Fund Industry Partnership Toolkit: <https://nationalfund.org/industry-partnership-toolkit/>
- Good Business Works Baltimore: <https://www.goodbusinessworksbaltime.com/about/mission/>
- Good Jobs Institute: <https://goodjobsinstitute.org/good-jobs-strategy/>
  - An example of a scorecard <https://goodjobsinstitute.org/good-jobs-scorecard/>
- Harvard Business Review: <https://hbr.org/cover-story/2017/11/the-case-for-good-jobs>
- Portland Means Progress: <https://portlandmeansprogress.com/>