



**Clackamas
Workforce
Partnership**
WORKFORCE DEVELOPMENT BOARD

**Workforce Innovation and Opportunity Act
Local Plan
for Clackamas County**

Submitted by
Clackamas Workforce Partnership

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Strategic Portion

Section 1: Vision and Leadership

It is expected that Section 1 responses will be greatly influenced by the members of the local workforce development board and other community stakeholders. Further, it is expected that there will be strong alignment with the current WTDB Strategic Plan and Joint Priority Setting.

Please answer the questions in Section 1 in eight (8) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Vision and Goals

1.1 20 CFR 679.560(a)(5): Strategic Vision and Goals

- A. Provide the local board's strategic vision and goals for its local workforce system;
- B. Describe how the local board's strategic vision and goals:
 - Support economic growth and economic self-sufficiency (as defined) in the local area;
 - Prepare an educated and skilled workforce for work or to attain employment including youth and individuals with barriers to employment in the local area; and
 - Provide performance accountability in the local area including WIOA primary indicators of performance.

1.1 A.

Vision: All people in Clackamas County communities thrive with fulfilling employment, flourishing businesses, and sustained economic prosperity.

For People: Ensure that all people have equitable access to the services that help them meet their employment needs and to reach their personal goals.

Tactics:

1. Enhance awareness of services through targeted partnership building and outreach strategies to remove barriers to further engage elevated communities in workforce services.
2. Share, support, and offer staff training opportunities that include multiple systems and agencies operating within the workforce system.
3. Utilize disaggregated people and business data to drive program development and increase impactful results.
4. Ensure individuals served by our system are entering and retaining [Quality Jobs](#).

Measures:

[WIOA performance indicators](#) will be the primary metrics of evaluating the above tactics, along with metrics attached to each tactic.

For Business: Strengthen and prioritize partnerships between employers and public partners that lead to industry growth, quality jobs, and inspire thriving communities.

Tactics:

1. Collaborate with businesses and system partners to develop, implement, and sustain industry-driven workforce solutions.
2. Facilitate collaboration with system partners to enhance the delivery of business services and resources.

3. Develop and implement strategies that increase awareness and utilization of the workforce system among the business community.
4. Promote ongoing enhancement of programs and services based on direct industry feedback.
5. Advance workplace equity through the development and promotion of [Quality Jobs](#) in the region.

Measures:

Number of businesses participating in sector-related workforce initiatives.

Number of strategic partnerships established between businesses and community-based organizations.

Number of businesses participating in each of the strategies implemented that are designed to increase awareness and utilization of workforce system.

Qualitative feedback from businesses on the accessibility and suitability of the skilled workforce.

Number of employers participating in [Quality Jobs](#) initiatives.

For Systems: Align strategic partnerships to expand our collective capacity to advance workforce equity.

Tactics:

1. System Coordination and Alignment - Map the local systems that support people and business to identify challenges and opportunities.
2. Fully Implement [Quality Jobs Framework](#) - Utilize the Quality Jobs Framework as a guide to advance workforce equity.
3. Establish Workforce Equity Hub - Identify staff from across multiple organizations that are providing support and system navigation services to priority populations throughout Clackamas.
4. Develop a Community of Practice - Maintain engagement of partners (public and private) through collective learning opportunities and sharing of best practices.

Measures:

System Coordination and Alignment: Produce a system map (including current funding and resources) that CWP will use to address gaps and leverage partner services.

Fully Implement [Quality Jobs Framework](#): Implement at least 3 new strategies identified in the Quality Jobs Framework

Establish Workforce Equity Hub: Identify hub members and establish regularly occurring meetings.

Develop a Community of Practice: Develop ongoing training and options for professional development.

1.1 B.

CWP strategic vision and goals support economic growth and economic self-sufficiency in the local area by investing in people, workforce development programs, and encouraging entrepreneurship and small business development. By investing in people, CWP aims to build networks of support and provide resources for individuals to succeed in the workforce and link relevant services together in a meaningful way. CWP's workforce development programs prepare individuals for local jobs through skill building, vocational training, credentials, and on-the-job training. CWP also partners with businesses and employers to advance partnerships that will increase job quality and align resources so that the workforce is connected to the needs of the local economy. Additionally, CWP promotes entrepreneurship and small business development by partnering with local business resource programs, and providing resources and support to help new businesses start and grow.

CWP prepares an educated and skilled workforce for employment that meets their needs, despite barriers to employment. By partnering with organizations with success in supporting youth and specific populations, CWP creates programs like Clean Slate that open doors otherwise closed to specific populations. CWP also diversifies programs and outreach to connect with people and works with Pre-K through higher education (PreK-HE) and educational organizations to develop career pathways that align with the needs of the local economy. Additionally, CWP funds job coaching and support services to individuals with barriers to employment, such as childcare and transportation. It promotes lifelong learning and skill development to ensure that the workforce is prepared to adapt to the changing demands of the economy.

CWP also provides performance accountability, ensuring goals are met or exceeded, in the local area, which includes regular assessment of WIOA primary indicators of performance. By setting clear and measurable goals for workforce development programs, CWP tracks progress and identifies areas for improvement. CWP also reviews data and progress regularly and collects and analyzes data to determine the effectiveness of workforce development programs. Additionally, CWP engages with board members and partners to get feedback on the value of workforce development programs through advisory groups. Data is shared regularly with the Board and available on our website.

1.2 WTDB 2023-2024 Strategic Plan Alignment (Oregon Requirement)

Describe how the local board's vision and goals align with and/or supports the vision, mission, and imperatives of the Oregon Workforce and Talent Development Board (WTDB):

The WTDB approved their [2023-2024 Strategic Plan](#) in March 2023.

Vision

Equitable Prosperity for All Oregonians

Mission

Advance Oregon through education, training, jobs and careers by empowering people and employers.

Imperatives

- An inclusive workforce system that advances equitable prosperity.
- Clear understanding of and improved use and impact of the workforce system.
- The WTDB is embraced by the Governor as an accountable convener, empowered facilitator, and informed advisor.
- Strategic and close alignment between education, economic development, and workforce development, including public and private partners.

1.2

CWP vision and goals align with the WTDB on all points. CWP regularly hosts meetings and offers presentations on the public workforce systems and the myriad of opportunities available. CWP expanded reach beyond the targeted populations identified by WIOA to include others in the community seeking greater inclusion and sense of belonging. CWP's network of trusted partners is engaged and expanding and working on solutions to challenges.

By identifying and addressing the needs of underserved populations, CWP has developed programs and services specifically designed to meet the needs of people of color, people with disabilities, and other underserved populations. CWP is pulling together data from all partners in WSO-C to identify priorities and develop strategies for improving the workforce system. CWP continues to collaborate with partners from education (PreK-HE), economic development (local, county, regional, state), and other partners (nonprofits, CBOs, faith-based organizations, social services, etc.) to develop and implement a comprehensive workforce development plan. The plan identifies the specific needs of underserved populations in the local area, and CWP connects with partners to develop programs and services to meet needs and goals identified in the plan. Program participant demographic data is reviewed and considered for outreach and partnership building. The plan includes strategies for improving the use and impact of the workforce system. The local workforce board plays a pivotal role in the community by convening partners, facilitating collaboration, and providing informed advice to the elected officials. CWP's strategy for aligning education, economic development, and workforce development, including public and private partners in the local area, encourages and facilitates strategic and close alignment

1.3 Joint Priority Setting (Oregon Requirement)

Describe how the local board's goals, strategies, programs, and projects align with and will contribute to achieving the priorities established in September 2023 through Joint Priority Setting:

- Concretely improve the connection between employers and the workforce system consistent with economic development priorities.
- Concretely deepen the integration of K-12 education in the entire workforce system.
- Improve workforce system impact by investing in new and existing targeted resources that support work-based learning.
- Advance equity by identifying and closing the largest gaps in participant access to education, training, and job placement services.
- Complete necessary steps to align data in the WSO System to result in shared state and local performance reports/scorecards.

1.3

- **Concretely improve the connection between employers and the workforce system consistent with economic development priorities.**

CWP has utilized a model of employer engagement that centers employers and industry experts in identifying key challenges and developing solutions specific to their needs. This is called a Next gen Sector Partnership Model and CWP has utilized it in full or in part for the following industries: childcare and early childhood education; behavioral health; manufacturing; and construction. This model places employers, education and training providers, local government, social/human service providers, and other key constituents at the same table, and allows for a greater exchange of ideas and information, more authentic and collaborative partnerships, and joint planning that considers each entities' prerogatives, resources, and needs. Similarly, CWP continuously engages in outreach and engagement activities with employers and economic development entities, including Chambers of Commerce, Community Development Corporations, job fairs, industry exposure events, and more.

- **Concretely deepen the integration of K-12 education in the entire workforce system.**

CWP continuously works to increase workforce system partnerships with K-12 institutions and schools, youth development programs serving youth/families in the local K-12 school system, and other youth-serving community organizations. Current contracted relationships include our Education Service district, two population-specific youth community-based organizations (CBOs) and a contracted partnership with our local STEM Hub to provide health-based career education and paid work experiences to students in a rural high school. CWP has recently increased the number of youth service providers operating within the physical one-stop center, as well as the number of partners available through referrals. Additionally, CWP collaborates with the local Education Service District, our (10) school districts, and Clackamas Community College to organize career readiness and exploration activities including CTE Showcases and Manufacturing Day events exposing high school students to quality career opportunities and the workforce and education entities available to them. CWP will sustain and increase these partnerships throughout the new planning period. Utilizing new resources including CWP's Benefits Navigator program, CWP will coordinate with family resource coordinators (and similar roles) within our K-12 and other youth-serving entities to deepen integration of K-12 in the workforce system.

- **Improve workforce system impact by investing in new and existing targeted resources that support work-based learning.** CWP is continuously seeking innovative ways to meet the needs of jobseekers, incumbent workers, and employers, including opportunities for on-the-job training and work-based

learning. This includes the implementation of new resources and services, such as a work-based English language acquisition training for Spanish speakers working within Clackamas County. CWP has partnered with local employers, who provide paid training hours to workers willing to participate in English language skills development after work hours, utilizing a program that tailors language acquisition to core functions within the workplace. Additionally, CWP continues to use and seek funds that allow for work-based learning in high demand sectors, an example being the development of an apprenticeship program for a Health and Human Services Assistant (in partnership with the Oregon Department of Human Services – Self Sufficiency). Similarly, CWP has sought funds to provide training stipends and incentives to employers and workers in fields such as behavioral health and healthcare, to increase the number of paid internship opportunities within those industries and increase the number of available internship supervisors.

- **Advance equity by identifying and closing the largest gaps in participant access to education, training, and job placement services.** CWP has information available through existing reports and environmental scans conducted by Clackamas County, the State of Oregon, and other independent organizations. Additionally, CWP has conducted and will continue to conduct community engagement activities aimed at identifying greatest challenges and needs specific to residents of Clackamas County, especially those from historically marginalized and underserved communities. Transportation; technology access and fluency; English language fluency; childcare; food security; and housing security are the greatest barriers impacting local communities. CWP seeks funding, non-monetary resources, and partnerships that help remove/address these specific challenges and better leverage existing resources to meet local need. One example includes partnering with local childcare providers to offer reduced cost tuition for working parents enrolled in specific training/education programs at the local community college, such as Certified Nursing Assistant or Wildfire Technician.
- **Complete necessary steps to align data in the WSO System to result in shared state and local performance reports/scorecards.** CWP and contracted partners coordinate to ensure consistency in the data that is collected, stored, and used in planning and reporting processes. CWP engages with state partners, other workforce boards, and other key constituents to communicate expectations in these processes, challenges and changes to these processes, and goals for the data that is collected and used.

1.4 20 CFR 679.560(b)(17): High Performing Board

Describe the local board's goals, strategies, programs, and projects as they apply to becoming or remaining a high performing board consistent with the two resources below:

1. In [Building a High-Performing State Workforce Board: A Framework and Strategies for States](#), the National Governor's Association describes a high-performing state workforce board as one that provides leadership to the entire education and workforce system to create sustainable change including three key roles:
 - a. Communicate the Vision for the workforce system;
 - b. Model and manage Strategic Partnerships that achieve the vision; and
 - c. Use data and accountability systems to Keep the System Accountable to the vision.These are not exclusive to state workforce boards.
2. In [A Call to Action for Workforce Development Boards](#), the United States Department of Labor outlines four strategic roles that all high-performing boards will play:
 - a. Strategist: Understanding trends, setting the collective vision.
 - b. Convener: Bring partners together, align services and vision.
 - c. Manager: Design and manage customer-centered service delivery.
 - d. Optimizer: Use data to drive decisions, continuous improvement.

1.4

Communicate the Vision for the workforce system – In order to establish and communicate the Vision for the local workforce system, CWP convenes a variety of advisory groups comprised individuals and entities from our key constituencies, including employers; education/training providers; community-based organizations; local government; and members of the public. These include advisory groups specific to CWP’s three strategic goals (People; Business; Systems); industry-specific advisory groups facilitated by CWP’s sector leads; issue-specific coalitions relevant to the local workforce ecosystem; etc.

Similarly, CWP imbeds this vision within orientation, training, and on-boarding processes for new staff members at contracted service providers operating as part of the local workforce; for community-based organizations informally partnering with the local workforce system; and with jobseekers, program participants, employers, industry and labor representatives, and members of the broader public who may utilize workforce system services. This includes the use of locally developed communications materials, along with additional resources, such as the WorkSource Oregon Standards of Operation, among others.

Lastly, CWP utilizes a variety of platforms and mechanisms to inform and communicate this vision, including quarterly Board of Directors meetings (open to the public); quarterly and annual reports (available to the public); issue-specific reports and presentations; community input surveys; community listening sessions; networking and resource sharing events; distributions lists; social media; paid media; and more. The vision for the local workforce system is based on key priorities outlined in federal mandate and in the State of Oregon’s vision for the public workforce system, and supplemented with local input to ensure it is relevant and responsive to local need.

Model and manage Strategic Partnerships that achieve the vision – CWP has developed strategic partnership within our designated workforce region; broader workforce region; and within the State of Oregon to make the best use of shared resources; co-investment in pursuit of shared priorities; sharing of best practices; and future planning. Locally, CWP establishes partnerships with employers, labor and industry representatives, service providers, and other key partners based on the region’s assets, natural resources, key industries, critical labor needs, gaps in resources/services, and key socio-economic considerations. Through CWP’s Board of Directors, Local Leadership Team, and Continuous Improvement Team, partners from the public, private, and nonprofit sectors are involved in key decisions related to resource allocation; program and policy development; implementation and delivery of services; continuous improvement initiatives; information collection and data analysis; community outreach; and more.

Similarly, CWP has embraced sector partnerships, including the Next Gen Sector Partnership model, for sector-specific initiatives tailored to the unique needs/challenges of these industries. Currently, this includes advisory groups for: healthcare; behavioral health; childcare; social and human services; and more. Partnerships are also leveraged for population-specific planning, including youth and adult learners; non-native English speakers; people with criminal legal records; rural residents; and more.

Regional and statewide strategic partnership examples include the regional Columbia-Willamette Workforce Collaborative (in partnership with Worksystems and Workforce SW Washington); the Oregon Employment and Training Association (in partnership with Lane Workforce Partnership, Southwestern Oregon Workforce Investment Board, Oregon Manufacturing Extension Partnership, Vocational Rehabilitation, and more); and the Oregon Workforce Partnership, which encompasses all nine Oregon workforce boards. Additional partnerships have been established with statewide entities that help address core challenges at the local and state level, such as Financial Beginnings Oregon; Oregon Afterschool for Kids; Oregon Council of Behavioral Health; Mental Health and Addiction Association of Oregon; and Oregon Pride in Business, among others.

Use data and accountability systems to Keep the System Accountable to the vision – CWP and local partners utilize a variety of tools and resources to gather, analyze, and act on relevant data. This includes use of federal resources from the Department of Labor and US Census Bureau; the Oregon Employment Department’s economists; reports and environmental scans issued by Clackamas County; industry-specific and organization-specific data; and local efforts to obtain and incorporate quantitative and qualitative data. This information is synthesized for use in strategic planning, resource development, partnership development, and more, and is reflected in the goals and metrics outlined in CWP’s strategic plan and grant-specific initiatives.

Example: CWP meets the four strategic functions of a high performing board as outlined by the Department of Labor and described in the previous responses. A clear example of this relates to childcare and early childhood education. Prior to COVID-19, CWP was already convening key partners to address the childcare shortage in Clackamas County, which already had had a demonstrated impacted on the local workforce system due to cost, lack of availability, and high turnover within the industry. CWP pulled together childcare providers and educators, service providers, elected leaders, businesses and employers, and members of the community to help identify and address the root causes of the local childcare crisis. By using existing labor market data (supplemented by community input) and engaging a variety of stakeholders in the conversation, CWP was able to successfully advocate for pro-business residential and commercial property code changes in three municipalities within the county; establish two city-funded business grant programs for childcare providers; support the establishment of two new childcare facilities within the county; develop a blueprint for private employers to assist in childcare; and establish a coalition focused specifically on access and expansion of these services.

Key Definition

Self-Sufficiency: This refers to [The Self-Sufficiency Standard for Oregon](#) (current version). This measure is aspirational for Oregon and describes how much income families of various sizes and compositions need to make ends meet without public or private assistance in each county in Oregon. The Self-Sufficiency Standard is a measure of income adequacy that is based on the costs of basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as the cost of taxes and the impact of tax credits. This varies by family type.

Section 2: Data and Analysis

It is expected that Section 2 will include both data and relevant analysis for each local area. Further, it is expected that Questions 2.1 – 2.3 will be a collaborative effort between the local workforce development board and the Oregon Employment Department’s regional economist and workforce analyst stationed in each local area.

Please answer the questions in Section 2 in eight (8) pages or less. Provide a response for all items identified. Please limit the inclusion of tables and charts to those that are critical to your analysis. Reports and/or expanded analysis can be included as links and/or attachments.

Economic and Workforce Analysis

2.1 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 1 Overall

Provide an analysis of the economic conditions in the local area.

2.1

Clackamas County averaged 168,700 nonfarm jobs in 2022, a one-year increase of 4.3% or 6,900. Clackamas County set a new employment peak in 2022, raising 1,800 jobs or 1.1% above its 2019 pre-pandemic annual average.

Clackamas County’s total nonfarm employment declined 14% or 23,400 jobs at the onset of the COVID-19 Pandemic between February and April 2020. The leisure and hospitality group cut 8,200 jobs, falling by 49%. Education and health services lost 3,900 or 15% of their jobs, and retail trade cut 3,200 jobs (-17%). Other services, which include beauty salons, nail salons, and other close-contact services, shed 2,000 (-31%).

Professional and business services, which includes computer systems design (a high-tech industry), led Clackamas County’s growth out of the pandemic, rising 1,800 jobs or 8.0% over November 2019 (prior to the pandemic) to November 2023 (most recent month) to average 24,400. Other services also performed well, increasing by 900 jobs or 14.1% to reach 7,300. Leisure and hospitality recovered the jobs it lost during the pandemic, rising to 17,000, an increase of 100 jobs or 0.6% over November 2019. Manufacturing remains 600 jobs shy of its November 2019 level with 17,700 jobs (-3.3%) and financial activities sits 100 in the red at 9,200 (-1.1%). Local government education remains 500 (-5.1%) below its November 2019 level with 15,000 jobs.

Education and health services led private industry growth in 2023, rising by 1,600 jobs over the year ending in November, an increase of 6.5%. Leisure and hospitality continued to add jobs, rising by 700 or 4.3% to exceed its pre-pandemic level by 100. Likewise, retail trade has recovered, increasing by 600 jobs over the year ending in November, an increase of 3.2%. Transportation, warehousing, and utilities (-300 jobs); construction (-200); financial activities (-200); and manufacturing (-100) have all cut jobs over the past 12 months.

Over the decade, Clackamas County’s nonfarm employment total rose by 30,400 jobs or 22%. Professional and business services led Clackamas County (2012-2022), rising by 8,300 jobs or 53% to reach 24,000 jobs in 2022. Other top performing industries included construction (+6,700); education and health services (+5,100); leisure and hospitality (+3,200); other services (+1,500); retail trade (+1,200); and manufacturing (+900).

2.2 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 2 In-Demand Industries

Describe existing and emerging in-demand industry sectors and occupations in the local area.

2.2

Clackamas Workforce Partnership selected eleven targeted industry groups to explore potential emerging in-demand industry sectors and occupations. The identified industry sectors include these groups: 1) Agriculture/Nursery; 2) Forestry; 3) Renewable Energy; 4) Construction; 5) Food and Beverage; 6) Metals and Machinery; 7) Transportation; 8) Software; 9) Hi-Tech; 10) Healthcare (including behavioral health); and 11) Early Learning, Education and Childcare

Clackamas County's annual private industry wage averaged \$66,177 in 2022 and many of its targeted industries exceeded that level. Average pay in transportation (\$67,682) and construction (\$72,868) were comfortably above Clackamas County's average, while Software (\$143,672), Hi-Tech (\$148,221), and renewable energy (\$124,019) led private industry pay. Wages in forestry (\$61,139) and food and beverage (\$57,711) fell just below the county's private industry average. The early learning, education and childcare group paid \$33,379 in 2022, while agriculture also fell below the county's private industry average, at \$45,928.

Clackamas County's targeted industries included nearly 5,200 business units, representing about 26% of its private industry employer's. Together these industries accounted for nearly 50,500 jobs or 32 percent of Clackamas County's total private industry employment in 2022. Targeted industry payrolls exceeded \$4 billion in 2022, commanding 39% of Clackamas County's \$10.3 billion private industry total.

Roughly 33 percent of Clackamas County's high-wage, high-demand jobs in 2022 were in targeted sectors, the largest being health care, construction, and metals and machinery. These jobs include industrial engineers and other engineering occupations, registered nurses, medical assistants, carpenters, electricians, and heavy truck drivers.

Projections from the Oregon Employment Department for the 2022 - 2032 period show that Tri-County Portland's employment is expected to grow 12%. The industry adding the most jobs is private education and health services (25,300, +18%) due to an aging and growing population. Professional and business services ranked second (23,400, +14%); a large industry that includes high-tech engineering jobs. Third is leisure and hospitality (18,700, +21%) reflecting continued recovery from the pandemic recession. Trade, transportation, and utilities is a large industry sector that is projected to grow by 14,100 jobs (8%).

In addition to growth, all industries provide opportunity through replacement openings that occur due to retirements and separations. Even slow growing industries, such as electronic instruments manufacturing and retail trade, and those with an aging workforce, like paper manufacturing, provide opportunity through replacement openings.

In-demand occupations tend to be associated with growing industries. Vacancy data from the Oregon Employment Department show that in 2022 many of the most in-demand occupations are in health care and restaurants including personal care aides, nursing assistants, registered nurses, cooks, and food preparation workers. Construction workers like laborers and carpenters are well represented, due in part to an aging workforce but also growth. Truck drivers are needed across industries and have a high level of vacancies.

The 2022 – 2032 occupational projections show that, at the detailed occupational level, the occupations with the most openings tend to have lower educational requirements and wages. Fast food workers, stockers and order fillers, retail salesperson, cashier, and waiters and waitresses are the five occupations with the most job

openings. Out of the top 15 occupations with the most job openings, registered nurses, general and operations managers, and software developers are the exception as high demand occupations with relatively high wages.

2.3 20 CFR 679.560(a)(1)(ii): Employment Needs of Employers

Describe employment needs of employers in the local area in existing and emerging in-demand industry sectors occupations described in 2.1.B.

2.3

Clackamas County had roughly 12,000 job vacancies at any given time in 2022. Job vacancies reached record levels in 2022, as the economy recovered from the pandemic recession in 2020. The number of Clackamas County vacancies was higher in 2022 than at any time in the survey's history since 2015. Two out of five (40%) vacancies in 2022 had been open for 60 days or longer – up from 35% in 2021; nearly all these vacancies were reported as difficult to fill (94%). While job vacancies increased across Oregon in 2022, the largest increase (+18%) was attributed to Clackamas County.

Clackamas County businesses were hiring for a variety of jobs across the economy in 2022, they reported vacancies for 171 different occupations. Personal care aids produced the highest number of openings (508) and another health care related occupation, nursing assistants (463 openings), ranked 3rd highest. Construction laborers and farmworkers also made the list of top vacancies. Leisure and hospitality reported the most vacancies of any industry, closely followed by health care and social assistance. Food preparation and serving related occupations represented the group with the most vacancies.

In another record, employers reported about seven out of 10 openings were difficult to fill in 2022. About one-third required education beyond high school and half require previous experience. Personal care aids topped the list of difficult-to-fill vacancies in 2022, while nursing assistants ranked second. Construction workers and carpenters, two of the largest occupations found in the construction industry, were also among the most difficult to fill occupations.

Nearly two-thirds (65%) of Clackamas County's job vacancies required no education beyond high school. But jobs requiring a postsecondary or other certification paid an average of about \$30 per hour compared with under \$20 for openings requiring no education beyond high school. Openings requiring a bachelor's or advanced degree offered the highest average hourly wage, reaching nearly \$34. These high-paying vacancies were more likely to be full-time and require a combination of education and previous experience. About half (47%) of all Clackamas County vacancies required previous work experience.

Nine out of 10 total job openings in Portland Tri-County over 2022-2032 (about 1.3 million) are expected for replacement need, as workers retire, leave the labor force for other reasons, or make a major occupational change. Replacements overshadow growth openings in all broad occupational categories. The remaining 10% of openings are due to new or expanding businesses.

Health care was well represented among the Portland Tri-County region's fastest growing occupations. Nurse practitioners led all occupations with a growth rate of 57% over the 10-year 2022-2032 projection. Physicians' assistants ranked 3rd (+40%), and medical and health services managers (+38%) rounded out the top five. Solar photovoltaic installers ranked as the fourth fastest growing occupation (+39%), supporting the renewable energy sector. Software developers are projected to grow rapidly (+32%), along with software quality assurance analysts (+26%).

2.4 20 CFR 679.560(a)(2): Knowledge and Skill Requirements

- A. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area; and
- B. Describe specific knowledge and skill requirements needed to meet the employment needs of the employers in in-demand industry sectors and occupations.

2.4 A.

American Community Survey data details educational attainment in Clackamas County, suggests its workforce has a sufficient level of competitive training for current (2022) and projected (2032) occupational openings. The county has more graduate and professional degree holders (14% of the population holds that level of attainment), than will be required for the 7% of openings expected over the decade. The situation is a little tighter for openings that require a bachelor's degree to be competitive; 25% of the population holds the degree, and 19% of the expected openings will require one. About 6% of the population had less than a high school diploma (or equivalency) in 2022, while 44% of future occupational openings will require a high school diploma to be competitive; 22% of the population can meet this need, and 73% exceed it.

2.4 B.

Agriculture/Nursery (141 occupations): At the occupational level, 67% of Agriculture/Nursery jobs required a high school diploma or equivalent to be competitive in 2022. Occupations requiring a bachelor's degree represented about 23% and those needing an associate degree covered 5%. Postsecondary training (non-degree) was a competitive education requirement for about 5%. Farmworkers represented 48% of the group's jobs in 2022, followed by farmers, ranchers, and other agricultural managers with 19%.

Forestry/Logging (19 occupations): Two occupations resented 53% of the Forestry/Logging group's jobs in 2022. Logging equipment operators, the largest occupation in the Forestry/Logging group (28%) required a high school diploma or equivalent to be competitive. Next, logging workers (25%), also required a high school diploma to be competitive. About 88% of Forestry/Logging's jobs required a high school diploma or equivalent, followed by postsecondary training and a bachelor's degree (2%).

Construction (235 occupations): At the occupational level, about 50% of construction's jobs required postsecondary training (non-degree) to be competitive in 2022. High school diploma or equivalent provided a competitive training level for around 28% of the group's jobs. Bachelor's degree was a competitive education requirement for 15% of construction jobs, while about 2% required a master's degree. Carpenters (12%) and electricians (9%) each required postsecondary training, followed by construction laborers with a high school or equivalent training (8%).

Renewable Energy (129 occupations): Renewable Energy offered job opportunities across all educational groups. At the occupational level, 29% of Renewable Energy's jobs required a bachelor's degree in 2022 but postsecondary training led the group with 33%. A high school diploma or equivalent represented 17% of Renewable Energy's jobs, while an additional 14% required a master's degree to be competitive. An associate degree provided a competitive training level for 6% of the group's jobs. Electrical power-line installers and repairers (postsecondary) represent 12% of the groups jobs, followed by electrical engineers (master's) at 7% and customer service representatives (high school) with 6%.

Food and Beverage (157 occupations): At the occupational level, 13% of Food and Beverage's jobs required a bachelor's degree to be competitive in 2022. Occupations requiring a master's degree represented about 2%

and an associate degree covered 7%. High school diploma or equivalent provided a competitive training level for around 68% of the group's jobs. Postsecondary training (non-degree) was a competitive education requirement for about 10%. Packaging and filling machine operators (high school) represented 10% of the group's jobs in 2022, along with 10% for food batch makers (high school).

Metals and Machinery (226 occupations): At the occupational level, 21% of Metals and Machinery's jobs required a bachelor's degree to be competitive in 2022. Postsecondary training (non-degree) was a competitive education requirement for 28% of Advanced Manufacturing jobs. Occupations requiring a master's degree represented 8% and an associate degree covered 7%. High school diploma or equivalent provided a competitive training level for about 36% of the group's jobs. Miscellaneous assemblers and fabricators represented 8% of the group's jobs in 2022, requiring a high school diploma or equivalent. Inspectors, testers, sorters, samplers, and weighers required postsecondary training to be competitive, representing 5% of the group's jobs.

Transportation (92 occupations): At the occupational level, 66% of transportation's jobs required Postsecondary training to be competitive in 2022. Occupations requiring a high school diploma or equivalent represented about 28% and a bachelor's degree covered 10%. An associate degree was a competitive education requirement for about 5% of transportation jobs. Heavy and tractor-trailer truck drivers alone held 52% of the group's jobs followed by bus and truck mechanics and diesel engine specialists with 8%, both requiring postsecondary degree to be competitive.

Software (89 occupations): At the occupational level, 79% of Software's jobs required a bachelor's degree to be competitive in 2022. A master's degree was a competitive requirement for about 8% of Software's jobs, while around 1% required a Doctorate. Software developers alone represented 18% of the group's jobs in 2022 (bachelor's degree). Eight of the industry's top ten occupations, representing 59% of its jobs, required a bachelor's degree.

Hi-Tech (113 occupations): At the occupational level, 83% of the Hi-Tech group's jobs required a bachelor's degree to be competitive in 2022. Occupations requiring a master's degree represented about 6% and an associate degree covered 3%. High school diploma or equivalent provided a competitive training level for around 6% of the group's jobs. Software developers led the group, commanding 29% of its jobs in 2022; nine of the group's top ten occupations required a bachelor's degree.

Health Care (316 occupations): Health care offered job opportunities across all educational groups. At the occupational level, 30% of Health Care's jobs required a bachelor's degree to be competitive in 2022. Postsecondary training (non-degree) was required for about 35% of Health Care's jobs. Doctoral or professional degrees were in high demand, representing 8% of Health Care's jobs, while an additional 6% required a master's degree to be competitive. A high school diploma or equivalent provided a competitive training level for 14% of the group's jobs. An associate degree was required for 7% of Health Care's jobs. Registered nurses represented 16% of the group's jobs in 2022, requiring a bachelor's degree to be competitive. Home health and personal care aids ranked 2nd with 8% of the group's jobs and a postsecondary educational requirement.

Early Learning (37 occupations): Two occupations resented 60% Early Learning jobs in 2022. Elementary school teachers, the largest occupation in the Early Learning group (41%) required a bachelor's degree to be competitive. Childcare workers, with 20% of the group's jobs, required postsecondary training (non-degree) to be competitive. About 16% of Early Learnings jobs required an associate degree, followed by a master's degree (6%) and high school diploma or equivalent (4%). Teaching assistants required an associate degree, representing 14% of the group's jobs in 2022, followed by education and childcare administrator with 9% (bachelor's degree).

2.5 20 CFR 679.560(a)(3): Workforce Analysis

- A. Provide an analysis of the local workforce, including current labor force employment and unemployment data;
- B. Provide information on local labor market trends; and
- C. Describe the educational and skill levels of the local workforce including individuals with barriers to employment.

2.5 A.

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 1.363 million in November 2023 and Clackamas County represented about 17% or 224,902 workers. Clackamas County's seasonally adjusted unemployment rate averaged 3.8% in 2022, slightly below Oregon's 4.2% and just above the U.S.'s 3.6%.

Despite an improving unemployment picture, Clackamas County's labor force has declined for much of 2023, a trait it shares with Oregon and the Portland-Vancouver-Hillsboro, OR-WA MSA. Clackamas County's labor force contracted by 1.5% from its January 2023 peak, falling to 224,902 in November 2023. Oregon and Portland have likewise witnessed a declining labor force since reaching their respective January 2023 peaks. Clackamas County's labor force rose by 3.0% since February 2020 and Oregon's increased by 2.8%.

Clackamas County's labor force total rose by about 17,200 or 8.5% over 2012-2022, well above Oregon's 6.4%. The median aged Clackamas County resident was 41.9 years-old in 2022 (ACS 5-year), while Oregon's median age, at 39.9 years, was about two years younger. Residents aged 20 to 44 comprised 31.3% of Clackamas County's population compared with about 34.2% of Oregon's. Older residents and those nearing retirement age 55 to 64 years represented 13.5% of Clackamas County's population in 2022, compared with Oregon's 12.6%.

Employment growth combined with a high level of retirements has tightened Clackamas County's labor market, a theme shared with Oregon and the U.S. In 2023 Clackamas County's unemployment rate dropped to near record lows seen before the onset of the pandemic. As of November 2023, Clackamas County's seasonally adjusted unemployment rate reached 3.3%, just 0.3 percentage point higher than its February 2020 pre-pandemic level. The county's Jobless rate has fallen 0.9 percentage point since January 2023.

2.5 B.

Clackamas County's labor force participation rate – the percentage of the civilian noninstitutional population that is either employed or unemployed - reached 73 percent in 2000 and has since generally declined. The labor force participation rate (LFPR) fell to 63.8 percent in 2020, its lowest rate in two decades. Clackamas County's LFPR rose in both 2021 and 2022, reaching 65.7% to rank as Oregon's 5th highest.

One of the main reasons for falling participation is changing age demographics. People 16 to 24 years of age are delaying entry into the labor force to a greater extent than in the past due to increased participation in school-related activities. People aged 65 years and over – an age group most likely to be out of the labor force due to retirement – make up a larger share of the civilian noninstitutional population today than they did 20-years ago; the oldest members of the baby boom generation began to reach this age category in 2012. LFPRs for people aged 65 years and over are much lower than those for the prime working age group – people age 25 to 54 years. As the baby boom generation continues to age into the 65 years and over population group, overall LFPRs will experience continued downward pressure.

2.5 C

People have barriers to employment aside from insufficient education. Most jobs require the ability to speak English. According to the American Community Survey (2022 5-year data), around 88% of Clackamas County's residents aged 5 and over speak English only. Residents that speak a foreign language at home represented the remaining 12%— and out of that group around 68% speak English “very well”. Just 4% of Clackamas County's residents speak English less than “very well”. Spanish speakers represented over 5% of the county's residents aged 5 and over and out of that group 67% speak English “very well”.

Having a disability also constitutes a barrier to employment for many people. There were approximately 59,500 Clackamas County residents with a disability in 2022. About 6% of the employed workforce had a disability. People with a disability made up 14% of the unemployed. All told, more than half, 53%, 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.

Clackamas County's population totaled 420,925 in 2022, and the white racial group represented 380,199 residents or 90%. Here are the population totals for the county's communities of color: Black or African American – 8,493 (2%); American Indian and Alaska Native – 9,166 (2.2%); Asian – 29,294 (7%); Native Hawaiian and other Pacific Islander – 2,918 (0.7%); some other race – 28,306 (6.7%). The Hispanic or Latino ethnic group represented 39,282 (9.3%) Clackamas County residents.

Seniors represented 18.9% of Clackamas County 2022 population total or 79,730 residents. Across all age groups, males comprised 49.7% or 209,373 residents and females represented the remaining 50.3% or 211,552 residents. Clackamas County's rural population totaled 91,129 to represent 21.6% of its residents. In the United States the State of Oregon has the largest number of LGBTQ+ individuals per capita, with 7.8% (253,300) of Oregonians being LGBTQ+ identified. Many of these Oregonians live in the tri-county area, encompassing Clackamas County. Overall, LGBTQ+ individuals are more likely to experience housing insecurity; substance use disorder; experience with the legal system; and other structural barriers that create or exacerbate economic insecurity.

Nearly 8% of Clackamas County's population or 31,670 residents, fell below the poverty line in 2022; the poverty rate for the county's 251,416 working age adults (18-64 years) was 7.6%. For residents with educational attainment below the high school level (16,717), 18.1% or 3,025 fell below the poverty line in 2022. Looking at employment status, 16.1% of the unemployed (1,737) fell below the poverty line. For Clackamas County's 11,575 families, 5.1% fell below the poverty line. When children under 18 years were present, the poverty rate for families rose to 7.4%. For families with children under age 5, the poverty rate rose to 9.0%.

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 2022 veteran's status, there were 10,981 working age veterans in Clackamas County. Veterans in the labor force numbered 9,243, representing about 84% of Clackamas County's working age veterans.

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.

Priority Populations and Communities

2.6 Priority Populations and Communities (Oregon Requirement)

- A. Based on the Economic and Workforce Analysis, the local area's demographic data, and the local board's understanding of local underserved populations and communities, identify and describe the populations and communities that will be prioritized for services in the local area.
- B. Based on this analysis, describe the local investment strategy toward Priority Populations.

2.6 A.

- CWP's Priority Populations:
- *WIOA Mandated:*
 - Veterans and spouses of veterans and other family members – Defined as those who have engaged in or may benefit from current or former military service.
 - People with disabilities – physical, cognitive, development, and intellectual differences that may create unique challenges for an individual pursuing education or employment.
 - Benefit recipients – individuals receiving public assistance, such as housing or food assistance monies.
 - Low-income – individuals and families at or below the poverty line, or with an income level low enough to create chronic and on-going economic instability.
 - Adult basic skills-deficient – Individuals over age 18 who do not possess functional reading, writing, or mathematic skills, creating challenges to education and employment endeavors.
- *Additional populations identified through board and local engagement:*
 - BIPOC Communities (Black, Indigenous, and People of Color) – Non-white individuals who are more likely to experience socio-economic barriers due to historic and structural inequities.
 - Families living in Poverty – Two or more individuals cohabitating and living at or below the poverty line, or at an income that leads to chronic economic instability.
 - English Language Learners/Limited ENG Proficiency – individuals who do not speak English as their native language and who do not possess English language fluency.
 - Individuals with Background Issues/justice-involved – those currently or formerly incarcerated or with other challenges resulting from experiences with law enforcement or the legal system.
 - Long-Term Unemployed – individuals who have been unemployed for a prolonged period.
 - Youth and Young Adults – People ages 16 to 24, often without a high school diploma, GED, or other certificates that demonstrate education, work experience, or skills.
 - Rural Communities – communities outside of metro boundaries, per US Census data
 - Women – biologically female and with an increased chance of living in poverty due to historic or structural inequities

- LGBTQ+ and Gender Non-Conforming – Individuals at increased risk of socio-economic instability due to historical and social inequities based on their sexual orientation, gender identity, gender presentation, etc.
- Mature Workers – People aged 55 or older who may be at increased risk of socio-economic instability due to age, income, skills deficiencies, etc. and with fewer changes for gainful employment due to age.

2.6 B.

WIOA funds are limited and not able to address all 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. CWP 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. When possible, CWP will continue, and increase, service contracts with population-specific organizations run by and for those they serve. CWP outcomes have shown increased engagement of priority individuals when services are provided by these culturally specific and culturally responsive organizations. CWP will continue to work engaging and networking with culturally and community specific providers to better connect with and serve priority populations and barriered communities.

Key Definition

In-Demand: WIOA section 3(23) defines “in-demand industry sector or occupation” as,

- an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or
- an occupation that currently has or is projected to have several positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.
- The determination of whether an industry sector or occupation is in-demand under this paragraph shall be made by the State board or local board, as appropriate, using State and regional business and labor market projections, including the use of labor market information.

Section 3: Alignment and Improvement

It is expected that Section 3 responses will be based on strategic discussions with the local board, partners in the local area, and business and industry leaders. Further, it is expected that there will be strong alignment with the Economic and Workforce Analysis and Priority Populations and Communities in Section 2.

Please answer the questions in Section 3 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Partnerships and Alignment

3.1 20 CFR 679.560(b)(1)(i): Local Area Programs and Partners

Identify the programs, partners, and providers that are included in the local area's workforce development system. Include both organizations that provide WorkSource Oregon Programs (as defined) and Other Workforce Programs (as defined).

3.1

Local workforce system partners refer to both public and private organizations, 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.
- Oregon Employment Department (OED) - 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 (ODHS): Vocational Rehabilitation (VR) - programs authorized under Title IV of WIOA and Title I of the Rehabilitation Act. ODHS: Self-Sufficiency - programs authorized under Temporary Assistance to Needy Families, Supplemental Nutrition Assistance Program (SNAP), and other state and federally funded programs.
- Oregon Commission for the Blind - programs authorized under Title IV of WIOA and Title I of the Rehabilitation Act.
- Timberlake Job Corps - programs authorized under WIOA, Title IC.
- Easterseals 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 Clackamas Career and Technical Education Consortium (C-TEC) Youth Services programs authorized under the WIOA, Title IB (Youth).
- Clackamas County, including 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); and Children, Family, and Community Connections.
- 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.
- AntFarm Youth Services – youth service provider offering services in rural communities.
- Todos Juntos - youth service provider offering services in rural communities.
- Goodwill Industries of Columbia-Willamette – provider of skills development workshops
- Financial Beginnings Oregon – provider of financial literacy workshops

- Lake Grove Jobseekers Club – provider of skills development workshops
- Oregon Manufacturing and Extension Partnership (OMEP) – local one stop operator
- South Metro-Salem STEM Partnership – local STEM hub increasing access and engagement of students in STEM courses and learning.

3.2 20 CFR 679.560(a)(6): Local Area Program Alignment Strategies

Considering the analysis in Section 2, describe the local board’s strategy to align the WorkSource Oregon and Other Workforce Programs and resources identified in 3.1 to achieve the strategic vision and goals of the local board.

3.2

Partners listed in 3.1 have a deep history of collaboration with one another, with extensive experience and knowledge of workforce development. CWP builds 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 workforce system goals and strategies and are engaged through regular meetings and correspondence. Partners work together providing on-site services at WorkSource Clackamas and will also be learning and using a new referral software tool which will include structured communications protocols. Clackamas County has proved to be adaptable and flexible, responding to the needs of our local area’s economic changes and the needs of individuals in our community.

3.3 20 CFR 679.560(b)(1)(ii) and (b)(9): Coordination with Education

Building off the response in 3.2, describe how the local board will coordinate relevant secondary and postsecondary education programs and activities in the local area including, but not limited to, Essential Employability Skills (as defined) and Career and Technical Education (CTE) [Programs of Study](#) to coordinate strategies, enhance services, and avoid duplication of services.

3.3

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. Regular meetings occur with our local community college’s department heads to ensure programs that are delivered meet the needs of our community.

CWP team members participate in Clackamas ESD’s Regional CTE Steering Committee and Clackamas Community College’s Career-Connected Learning Steering Committee to enhance coordination and connections between CTE Programs of Study, post-secondary programs, and workforce development. CWP engages with these and other secondary and post-secondary entities to establish stronger connections with the workforce system and local industry to inform CTE programming and increase aligned pathways from secondary through post-secondary programming. Efforts include: Providing Labor Market Information, accessing data and information through Sector Partnerships, coordinating on Career and Technical Education related opportunities including paid work experiences, 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.

As mentioned in Section 1.3 above, CWP will also continue coordination of secondary and post-secondary education programs through leadership and participation in projects inclusive of these entities. Examples include partnering with our local STEM Hub, the South Metro-Salem Partnership, to provide health-based career education, paid work experiences and linkages to relevant post-secondary programs to rural high school students as well as partnering with CCC, local secondary school educators and Clackamas ESD to organize career readiness and exploration activities including CTE Showcases and Manufacturing Day events that expose high school students to quality career opportunities and the workforce and education entities available to them.

CWP’s contracted providers serving youth ages 14-24 currently provide essential employability skills training to all participants in their programs. Utilizing the New World of Work curriculum as a foundation, each entity has developed and honed their own variations to engage the specific populations more equitably they serve. Adaptations include those specific to the needs of neurodiverse individuals, English Language learners and youth with increased barriers to participation due to high socioeconomic needs. During this plan period, CWP will engage secondary and post-secondary partners (through current partnerships described above) in discussion of current successes and challenges with provision of Essential Employment Skills training throughout the system and assess the need for increased coordination and alignment in this area and/or provision of train-the-trainer opportunities.

Lastly, CWP is implementing a Benefits Navigator program, which will help to coordinate resources and partnerships to create efficiencies and avoid duplication of services. This position will work with existing education partners at the community colleges, ESD, and in individual school districts to facilitate coordination of services, opportunities for co-case management, the provision of holistic services for students and families, and co-investment in shared funding streams.

3.4 20 CFR 679.560(b)(12): Coordination with Adult Education and Literacy

Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. Include how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n).

3.4

As stated before, 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.

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.

3.5 Leverage Strategies (Oregon Requirement)

- A. Identify the sources of current leveraged funds outside of WIOA Title I funding and state general funds to support the workforce development system in the local area.
- B. Describe how this leveraged funding will impact the local system.
- C. Describe the local board’s strategies for acquiring additional/future leveraged funds.

3.5 A.

A) Prosperity 10,000; Capacity Building and Recovery Assistance (CBRA); Oregon Dept. of Human Services (ODHS) Temporary Assistance for Needy Families Youth; ODHS JOBS; Healthy Oregon Workforce Training Opportunity Round 4; Bureau of Labor & Industry (BOLI); Youth Development Division; Wildfire; Comprehensive and Accessible Reemployment through Equitable Recovery (CAREER) National Dislocated Worker Grant; PK10 Benefits Navigator; Quality Jobs, Equity, Strategy, and Training Disaster Recovery National Dislocated Worker Grants (QUEST); SNAP Training and Employment Program (STEP); Fehsenheld Foundation; Oregon Law Foundation; Bob Barker Company Foundation; Interstate Bridge Replacement (IBR)

3.5 B

B) Non-WIOA funds may have greater flexibility and can be used to complement WIOA-funded services. Examples of this may include rental housing assistance; financial support for home repairs; financial assistance for auto repair or down payments on personal transportation; and more. These funds may also be used to cover the costs of staffing for service providers not currently operating within the local workforce system, which may mean expanded options for jobseekers and additional services. This will more holistically meet the needs of local jobseekers and workforce system customers but addressing chronic barriers to education, training, and stable employment and provide broader support for both individuals and their legal dependents.

3.5 C.

C) CWP pursues funding that reflects local need. This is based on commissions and reports issued by the county and the State of Oregon, local asset mapping endeavors, and community input. Use of this information allows CWP to seek funding to fill gaps in resources and services, particularly for rural and underserved communities. Examples include funding assists individuals in obtaining citizenship and legal to work status; address issues related to judicial system involvement; site-based service provision in rural communities; affordable housing; and more. CWP seeks out funds specific to critical issues in the area, or that have flexible use. This includes federal, state, local, and private funding sources; non-monetary tools and resources; and fundraising efforts.

3.6 Next Generation Sector Strategies (Oregon Requirement)

- A. Identify and describe each industry in the local area where a next generation sector partnership (as defined) is currently active. Included in the description, the rationale for each active next generation sector partnership, recent outcomes, and how it will align with industry consortia where appropriate.
- B. Identify and describe each industry in the local area where there will be an attempt to convene a new sector partnership within the timeframe of the local plan. Included in the description, the rationale for each new next generation sector partnership and how it will align with industry consortia where appropriate.
- C. Identify and describe the strategy for any additional targeted sectors in the local area where the next generation sector model is not being used.

3.6 A.

CWP has an active regional Next Gen Sector Partnership in Manufacturing which was launched in October 2023 using the prescribed Next Gen model. The Columbia-Willamette Manufacturing Collaborative (CWMC) was planned by a small team of core partners from workforce development, education, and economic development and several of these members including CWP also serve as co-conveners. At the CWMC launch event, industry identified four priority areas and action teams have since formed to determine goals and outcomes. The areas of focus will be workforce development, business-to-business connections, improving the image of manufacturing,

and policy/advocacy. The CWMC is aligned with other industry consortia including those being convened by the State as well as by other manufacturing sector partnerships being supported by Local Workforce Development Boards (LWDB) and business associations around the state.

In 2022 Portland General Electric (PGE) launched the Oregon Clean Energy Workforce Coalition. PGE is the backbone of this industry led sector partnership and convenes over 50 partners from across multiple sectors that include private industry, training and education, Labor, CBO's and nonprofits, workforce, government, Economic Development, and Tribes. This sector partnership is addressing industry identified needs in areas of equity and inclusion, education, training and program development, career pathways, and communication and outreach. CWP is committed to continued participation as a support partner as the coalition continues action on the identified priorities.

3.6 B

A Next Gen Sector Partnership for the Early Care and Education (ECE) industry will be launched in early 2024 and will be led by child care providers throughout Clackamas County. The partnership will be supported by a cross-sector group of community partners and aligned with other industry consortia being convened by the State and other LWDBs.

3.6 C.

To date, formal Next Gen Sector Partnerships have not been planned for CWP's targeted sectors of Healthcare or Construction but may be considered in the future. For now, these partnerships will continue to operate using the Department of Labor sector partnership model created in 2016. Over the past decade, CWP has convened regional sector partnerships using the DOL model with the adjacent LWDBs which make up the Portland-Vancouver Metropolitan Area. These sector partnerships are strongly established, have industry identified and supported goals and outcomes, and have engaged industry leaders and partners connected to them.

With grant funding CWP also convenes a sector partnership in Behavioral Health which was launched in March 2023 using an adapted version of the Next Gen model. At the "Clackamas Behavioral Health Consortium" launch event, industry identified the following priority areas: Education/Training; Community Engagement & Partnerships; Policy/Regulation/Licensure; Incumbent Worker Supports/Retention; Technology & Workplace Functionality. Since the launch, consortium participation has more than doubled.

Due to waning industry engagement, CWP will discontinue a formal Tech sector partnership. Instead, CWP will focus on strategic occupations within the Tech industry as well as other key industries which fall outside the identified target sectors mentioned above. This will allow CWP to be more responsive with a wider variety of industries and job seeker needs alike.

3.7 20 CFR 679.560(b)(3)(i): Employer Engagement in Workforce Development

Describe the strategies and services (as defined) that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

3.7

CWP coordinates efforts and strategically invests with local and regional partners to establish strong connections with targeted industry sectors. Known as sector partnerships, workforce development, education, and economic development partners have agreed to use this method as the primary way in which we partner with industry. This strategy also serves as the primary path for continued refinement of career pathways for

occupations in our targeted sectors. 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.

In addition, CWP convenes the Clackamas Coordinated Business Services & CWP Business Goal Advisory Group (CCBS/BGAG). This is a broad base of partners and private sector CWP board members who are instrumental in supporting Clackamas County industry engagement strategies. Collectively, CCBS/BGAG 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 group also serves as our Next Gen Sector Partnership Regional Support Team. CWP convenes CCBS/BGAG meetings quarterly to stay informed about employer outreach and engagement activities. Regular meetings allow for a continuous conversation about sector driven initiatives and how coordination of resources and services can be enhanced.

Additional strategies and services that will be utilized include:

- Registered Apprenticeship and pre-Apprenticeship models of engaging employers will be utilized in several industries including construction, clean energy, and early care and education.
- Prioritizing services to businesses who fall within our targeted sector; operate in or primarily serve rural and underserved communities; are culturally/community specific; primarily serve or are led by individuals from historically marginalized organizations.
- Deepening our partnerships with chambers, business associations, community organizations
- Increasing participation in sector-specific advisory groups that provide guidance in an on-going capacity and one-time or short-term engagement activities, such as focus groups, interviews, testimonials, and surveys.
- [Quality Jobs Framework](#) – The QJF and related implementation committees provide opportunities for employers across the local workforce region (and neighboring regions) to engage in equity-focused economic development activities and include supports and resources for employers.

3.8 20 CFR 679.560(b)(3)(ii): Meeting the Needs of Businesses

Describe the strategies and services that will be used in the local area to support a workforce development system that meets the needs of businesses.

3.8

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 are available to respond to general business inquiries and needs. The RBS Team provides a continued focus on proactive outreach to businesses and increasing the level of engagement for businesses using the WorkSource system. In addition, CWP has strong partnerships with area chambers and Business Resource Centers in Clackamas County which strive to support the business community at the local level. Lastly, the [Quality Jobs Framework](#) and related implementation committees provide

opportunities for employers across the local workforce region (and neighboring regions) to engage in equity-focused economic development activities and include supports and resources for employers.

As noted in Section 3.7, CCBS/BGAG provides a consistent platform for business-facing partners to network and coordinate service delivery to local business customers.

3.9 20 CFR 679.560(b)(3)(iii) and (b)(4): Coordination with Economic Development

Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development including the promotion of entrepreneurial skills training and microenterprise services.

3.9

CWP has established relationships with a wide range of community partners, including local city economic development offices, chambers and trade associations, and area nonprofits which serve to design and implement economic development strategies and services. Two such organizations that CWP has discussed partnering with on future programming in particular, Micro Enterprise Services of Oregon (MESO) and The Indus Entrepreneurs (TiE) Oregon, offer entrepreneurial programs for women (MESO) and youth (TiE), groups that CWP will target for its investments. Additional partnerships and industry-led convenings such as Next Gen sector partnerships, CCBS/BGAG as well as CWP's participation in the local area's Community Partners Roundtable all inform CWP's economic development efforts. CWP will build on these efforts by utilizing the following strategies and services in the next the strategic plan:

- Conduct a thorough needs assessment through both established and newly formed communications channels to identify gaps and opportunities in the local economy. To ensure a unified approach, CWP will foster collaboration between local government agencies, educational institutions, businesses, nonprofits, and community groups which will also serve to coalesce partners around a unified vision.
- Establish and enhance training programs that align with the needs of local industries by collaborating with local businesses to identify skill requirements and design training programs accordingly. CWP will also integrate apprenticeships, youth work experiences, and on-the-job training opportunities for adults to accomplish these goals.
- Support entrepreneurial skills development through training and workshops and focused on business skills such as business planning, financial management, and marketing, particularly in industries that CWP knows to be lacking in that regard such as ECE and other small, less resourced industries. CWP is currently partnering on one such program for Clackamas County-based child care providers in conjunction with our partners at the Child Care Resource & Referral; Unite Oregon has expressed interest in supporting this effort. Finally, CWP will partner with local business associations and chambers on rapid response/layoff aversion programs to support entrepreneurs in maintaining their existing businesses.
- Develop an outreach strategy to create greater awareness among businesses and entrepreneurs. Showcase success stories and testimonials from businesses that have benefited from local workforce and economic development programs.
- Resources will be targeted sources towards underrepresented groups and promote diversity in entrepreneurship to ensure equitable economic development.
- Establish a feedback loop for continuous evaluation and improvement of programs.
- Adapt strategies based on changing economic conditions, technological advancements, and feedback from stakeholders.

3.10 20 CFR 679.560(b)(3)(iv): Linkages to Unemployment Insurance

Describe the strategies and services that will be used in the local area to strengthen linkages between WorkSource Oregon (as defined) and unemployment insurance programs.

3.10

Oregon Employment Department (OED), a core WSO, partner oversees unemployment insurance. It is also through the Employment Services Division of OED that CWP connects to UI. 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 (UI) programs. The utilization of Training Unemployment Insurance (TUI) and Self Employment Assistance (SEA) for individual job seekers is critical in the plan development process as they allow the person to participate in the individualized services they need to return to employment. 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.

Every month the local area partners 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.

CWP sees a heightened effort going into the linkages between SEA and WorkSource Oregon-Clackamas (WSO-C) as CWP continues to build stronger partnerships with small business development organizations and entrepreneurship programs. CWP will need to ensure that WSO-C partners build awareness and utilization of the SEA Program as it will be key to allowing individuals the opportunity to explore their path to employment through entrepreneurship.

Continuous Improvement

3.11 20 CFR 679.560(b)(2)(i): Expand Access to Services

Describe how the local board will work with entities in WorkSource Oregon (as defined) to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

3.11. CWP's Benefits Navigator program will allow CWP to expand the number of partnerships with culturally and population specific providers and increase the number of these service providers within the workforce regions. Similarly, this program will allow for increased partnership opportunities in rural communities. The Benefits Navigator will function as connective tissue between WSO partners and other service providers, community organizations, and community members and will help expand awareness, understanding, and use of the public workforce system; diversify the providers operating as part of that system, and utilize existing "trusted messengers" within the community to help engage more people from historically marginalized groups in the public workforce system. In addition to expanded partnerships and increased engagement activities, the Benefits Navigator will establish a common-use, closed-loop referral system among providers to better monitor referrals among organizations; pilot the Engage by Cell platform to diversify mechanisms for the public to connect with workforce services; and establish a funders collaborative for co-investment and co-case management opportunities.

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 youth ages 14-24, CWP will continue contracting with population-specific organizations to expand equitable access to workforce services for underserved youth and those with barriers to education, training, and employment.
- For all eligible individuals, and with an emphasis on those with barriers to employment, CWP will continue implementing the WorkSource Oregon Operational Standards.
- The Americans with Disabilities Act 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 EEO complaints and concerns related to workforce services.
- CWP's EEO 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 Local Leadership and Continuous Improvement Teams are in the process of developing...
- CWP is coordinating with local culturally/community-specific service providers, affinity groups, and community organizations.

3.12 20 CFR 679.560(b)(2)(ii): Career Pathways

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate development of career pathways.

3.12

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.

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.

As described in 3.3, CWP partners closely with the Clackamas ESD, CCC’s Career-Connected Learning programming, and our youth education and training service providers to increase and enhance aligned career pathways through secondary, post-secondary and community-based youth workforce programming. CWP’s youth programs also maintain a physical presence at our WorkSource Oregon – Clackamas center to expand connections between our youth-serving programs and other WorkSource Oregon services.

CWP is engaged in ongoing conversations to expand alignment with secondary and additional 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.

There is a need for Clackamas Area pre-apprenticeship(s) in the construction trades as well as expanding apprenticeship programs in non-traditional sectors. CWP is working with multiple partners to support the development of a new construction BOLI Registered Pre-apprenticeship Program. Convening, coordinating, and engaging in efforts to secure additional funds to support the program will be our areas of focus.

Apprenticeship programs in non-traditional sectors such as Health and Human Services, Healthcare, and Early Care and Education are being explored to develop and cultivate a skilled, certified, and engaged workforce. Employers in these sectors have the same needs as traditional sectors - standardize training, improve retention, and advance workforce equity. Our focus will be to continue to share the benefits of apprenticeship, facilitate connections between industry partners and the key partners that are needed to develop apprenticeship programs.

3.13 20 CFR 679.560(b)(2)(ii): Co-enrollment

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate co-enrollment in WSO programs.

3.13

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 programs and participant’s goals are met. CWP’s contracted adult and youth service providers work together to ensure appropriate co-enrollment and warm hand-offs as needed. Through CWP’s Benefits Navigator program, new platforms will be available for both service providers who make referrals, and for members of the public interest in connecting with workforce system resources. The referral platform will allow participating service providers to observe the entities and resources that an individual has already connected with (successfully or otherwise); used/exhausted; or is/is not eligible form. This will allow for more holistic service delivery, clearer communications among providers, and a reduction in duplicative services and time-consuming processes.

3.14 20 CFR 679.560(b)(2)(iii): Improve Access to Postsecondary Credentials

Describe how the local board will work with entities in WorkSource Oregon (as defined) to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-

recognized certificate or certification, portable, and stackable).

3.14

Partners in our area are aware CWP's training providers have training funds to assist those participants who are interested in and in need of training with tuition support. CWP is considered the "training arm" of our local workforce system.

CWP's credential attainment rate for adults and dislocated workers in PY 2022 exceeded our targets by eight to ten percentage points with 79% of adults and 78% of dislocated workers in our area attaining a credential after training completion. However, CWP would like to increase our credential attainment rate by ensuring that participants that are interested in training are enrolled in a program that they will be able to complete and that they are receiving the intensive level of case management and supports needed for them to be successful in their training.

CWP continues to influence partners as they work with participants and seek to attract additional funds to support activities leading to postsecondary credentials. With our contracted providers CWP provides guidance aimed at career development. With extended partners CWP facilitates a Workforce Partner Network that focuses on resource sharing and collaboration. CWP also shares industry trends and data that indicate areas of demand either industrywide or specific to occupations that are experiencing growth. This information helps to identify the needs within the industry and ensure that partners are leading participants to quality jobs.

3.15 20 CFR 679.560(b)(5)(i): Continuous Improvement of Eligible Providers

Describe how the local board will ensure the continuous improvement of eligible providers through WorkSource Oregon (as defined) and that such providers will meet the employment needs of employers, workers, and job seekers in the local area.

3.15

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 Manager 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.

3.16 20 CFR 679.560(b)(20): Intake and Case Management

Describe any recent innovations, promising practices, or efforts to increase and streamline access to programs and services at WSO centers particularly as it relates to case management.

3.16

CWP's Benefits Navigator program will allow CWP to expand the number of partnerships with culturally and population specific providers and increase the number of these service providers within the workforce regions. Similarly, this program will allow for increased partnership opportunities in rural communities. The Benefits Navigator will function as connective tissue between WSO partners and other service providers, community organizations, and community members and will help expand awareness, understanding, and use of the public workforce system; diversify the providers operating as part of that system, and utilize existing "trusted messengers" within the community to help engage more people from historically marginalized groups in the public workforce system. In addition to expanded partnerships and increased engagement activities, the Benefits Navigator will establish a common-use referral system among providers to better monitor referrals among organizations; pilot the Engage by Cell platform to diversify mechanisms for the public to connect with workforce services; and establish a funders collaborative for co-investment and co-case management opportunities.

CWP expanded from one to three contracted youth service providers during the prior plan period. CWP has expanded the physical presence of youth service providers at the WSO centers and facilitates connections and alignment between the youth service organizations to ensure that youth find the best possible fit. The two onsite youth providers maintain close communication with our rural youth service provider to facilitate appropriate referrals and connections between rural youth and onsite WSO-C entities.

Key Definitions

WorkSource Oregon (WSO) Programs: The WTDB approved a [WorkSource Oregon Definition](#) dated May 24, 2023 on June 9, 2023. For the purposes of local planning, WorkSource Oregon refers to the "WorkSource Oregon Primary Programs and Resources" included in the definition.

Other Workforce Programs: These represent the entire workforce system in addition to "WorkSource Oregon Primary Programs and Resources". For the purposes of local planning, these include "Additional WorkSource Oregon Programs and Resources" identified in the [WorkSource Oregon Definition](#) dated May 24, 2023 that are a part of WIOA and also programs such as K-12 and postsecondary education, workforce-related/supporting community-based organizations, labor and apprenticeship, and allied partners.

Essential Employability Skills: They go by many names, such as soft skills, interpersonal skills, essential skills, social skills, 21st century skills, and applied skills. They are the collection of skills necessary to succeed in the workplace that can be learned in academic settings and are enhanced through simulated and actual workplace experience. They are sometimes referred to as behaviors and traits but can be learned and refined through modeling and practice. They include, but are not limited to, adaptability, critical thinking, communication,

empathy, open-mindedness, problem-solving, teamwork, and work ethics. The number of EES and the individual importance of each cannot be disconnected from industry and occupation.

Next Generation Sector Partnership: [Next Generation Sector Partnerships](#) are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of the targeted industry. Next Gen Sector Partnerships are Industry-Driven, Community-Supported, and Sustainable over time. Next Gen Sector Partnerships are active all over the country.

Employer Services Strategies: 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 in the local area.

Operational Portion

Section 4: Services and Activities

Please answer the questions in Section 4 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as attachments.

Available Workforce Development Activities

4.1 20 CFR 679.560(a)(4): Workforce Development Activities – Part 1 Adults (Includes both WIOA Adults and Dislocated Workers)

- A. Provide an analysis of workforce development activities for adults in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for adult workforce development activities.

4.1 A

- Clackamas County’s Workforce Board has two adult and dislocated worker service providers and, along with the Oregon Employment Department and other WorkSource Clackamas partners, provides services to over 3,000 adult and dislocated workers per year. Clackamas Community College Workforce Development Department is the primary service provider and prioritizes services for CWP’s priority populations (see section 2.6A). Immigrant and Refugee Community Organization is the other service provider and prioritizes culturally appropriate services to limited English language speaking individuals.
- 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 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.
- The first step toward receiving services at the WorkSource Center is to have a “Welcome” conversation with staff. During the welcome conversation, customers are informed of the services available to them. From July 2022 to June 2023, 4,247 customers came into the Center seeking services. This number decreased by 107 customers compared to the prior 2021/2022 year’s total.
- DHS Clackamas Apprenticeship and Training Program (CAT) is a Department of Human Services JOBS program funds vocational training and support services to Temporary Aid to Needy Families (TANF) participants with High School or General Equivalency Diplomas in Clackamas County.
- WorkEX funds support training and employment services to the following individuals in our area - 50% of the individuals enrolled will be from one or more of the following populations: individuals receiving public assistance, Underserved or underrepresented black, indigenous, and community of color, and/or

justice involved/re-entry.

- Wildfire National Dislocated Worker Grant (NDWG) funds are used to employ work crews whose sole purpose will be to work on projects related to fire restoration and cleanup.
- Employment Recovery National Dislocated Worker Grant (NDWG) provides resources to respond to the pandemic's major economic dislocations, such as large, unexpected layoffs that cause significant job losses.
- Disaster Recovery National Dislocated Worker Grant (NDWG) provides disaster relief and humanitarian assistance employment, as well as employment and training services.
- Comprehensive and Accessible Reemployment through Equitable Employment Recovery (CAREER) National Dislocated Worker Grant (NDWG) is an initiative to serve dislocated workers from population(s) most disproportionately affected by COVID-19 job loss who need childcare assistance so they may participate in training, earn credentials, and build skills for a new career.
- SNAP Training and Employment Program (STEP)/Supplemental Nutrition Assistance Program (SNAP) supports employment, training and education opportunities for people in Oregon 18 and older who receive SNAP benefits, but not TANF benefits.
- Oregon Health Authority Healthy Oregon Workforce Training Opportunity (HOWTO) II Grant Program funds are to expand, develop, and increase the diversity of the local health workforce.
- Oregon Department of Human Services VR programs provide services for individuals with disabilities, consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice, so that they may prepare for and engage in competitive integrated employment or supported employment and achieve economic self-sufficiency. The most recent data available to CWP is from PY2022.
 - Total number of people served in the Clackamas area = 1004
 - Entered Individualized Plan for Employment (IEP) = 303
 - Obtained employment = 212
- The JOBS program is Oregon's employment and self-sufficiency program for people on public assistance. Clients participating in employment and self-sufficiency services receive ongoing screening, assessment, and case management while participating in activities such as life skills, basic education, job readiness or work experience that address barriers to self-sufficiency. Department of Human Services - Self-Sufficiency has staff out-stationed at ten locations across the county to better serve community members. The most recent data available to CWP is from PY2022.
 - Number of placements = 212

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 are provided at our local WorkSource Clackamas location and at Clackamas Community College.

4.1 B

Participants who receive individualized case management and career services retain employment at a higher rate than those who do not receive these intensive level services. Participants receiving individualized career services are employed 2 quarters after exit 85% of the time, vs 82% for those who have not received individualized career services. Participants receiving training services have a higher retention rate 4 quarters after exit (75% of the time) vs 71.2% for those who have not received training. Work-based training, including OJT's, is known to be an effective strategy for people entering and retaining employment.

CWP is working hard to resolve weaknesses in our area to address the education and skill needs of the

workforce and the employment needs of employers in our system. CWP’s primary service provider is required to provide monthly reports describing creative recruitment and engagement strategies to reach elevated populations in Clackamas County. All service providers are also working to improve client-centered, motivational, and strength-based services to our participants to ensure their successful completion and attainment of their career goals. Along with these efforts, CWP has required their service providers to increase continuous improvement efforts in program design and delivery so that our local area doesn’t just meet but excels in all WIOA metrics.

4.1 C

CWP has consistently placed people in jobs at the highest median earning rate in the State. CWP believes 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 and communication and collaboration has increased to provide customers with comprehensive services, resources, and information.

4.1 D

Coordination and leveraging resources have been a strength of our area for years. CWP and its service providers have a long history of collaboration and have been following a detailed Coordinated Case Management Process. **(See attachment 4.1D)**

4.2 20 CFR 679.560(b)(8): Workforce Development Activities – Part 2 Youth (Includes WIOA Youth)

- A. Provide an analysis of workforce development activities for youth in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for youth workforce development activities.

4.2.A Clackamas County’s workforce development activities for youth span state and federally funded services provided by CWP contractors, community-based organizations and programs, K-12 and post-secondary educational and training entities, the local STEM hub, a Job Corps training center and more.

- LWB Contracted Youth Workforce Services:
- Clackamas ESD C-TEC Youth Services Program: through WIOA, Title IB (Youth) C-TEC provides the [14 Youth Program Elements](#) to youth ages 16-24. C-TEC subcontracts with the Oregon Youth Authority and IRCO (Immigrant and Refugee Community Organization) to reach justice-involved, BIPOC, English-language learning (ELL) and other underserved youth.
- IRCO: funded by the Oregon Youth Employment Program (OYEP) and Youth Development Division’s Future Ready and Community Investment grants, IRCO provides intensive Career Readiness services and supports youth to engage in paid work experiences, training/education, and employment. IRCO participants are the majority BIPOC and ELL.

- AntFarm: also funded through OYEP, AntFarm provides Career and Education Readiness services, paid work experiences and other workforce development services to rural youth in Clackamas County.
- Other Workforce Services:
- South Metro-Salem STEM Partnership: the local area STEM hub provides activities and resources increasing engagement of students in STEM learning.
- Todos Juntos: this rural community-based non-profit provides STEAM and career exploration activities to elementary and middle school youth.
- Timberlake Job Corps – through WIOA, Title IC, Timberlake provides residential secondary and post-secondary education and career training programs.
- High Schools/Secondary Education Entities:
- CTE Programs of Study: high schools throughout the 10 Clackamas County school districts provide CTE Programs of study.
- Sabin-Schellenberg Professional Center: provides career and technical education and college articulation/dual credit - open to all North Clackamas High School Students.
- Youth Transition Programs (YTP): a collaborative partnership between the office of Vocational Rehabilitation, Oregon Department of Education, and the University of Oregon, YTPs support youth ages 18-21 with Individualized Education Plans (IEPs) to transition successfully into adulthood and succeed in post-secondary education and training, workforce development services and employment.
- Secondary/Post-Secondary/Workforce/Community-Based Organization Collaboration:
- CTE Consortium: facilitated by Clackamas ESD, the consortium includes secondary, post-secondary, and workforce entities working toward alignment of CTE Programs with training and business needs.
- CCC Career Connected Learning System Navigator: regional system navigation grant funds a CCL navigator at CCC bringing together secondary, post-secondary, business representation, community youth service providers and workforce development to align programming and ensure business needs inform youth training/education services.
- Collaborative career and training events: workforce, secondary, post-secondary and CBO representatives' partner in Clackamas County to provide CTE Showcases, Job Fairs and Manufacturing Day events to expose youth to thriving industries and education/training/career opportunities.

4.2 B

Meeting the education and skill needs of the workforce and the employment needs of employers:

Strengths include: strong collaboration across youth-serving entities in our local area; an increasing focus on and participation in paid work experiences at local businesses; opportunities for business representatives to inform youth development activity and increasing linkages between population-specific service providers with universal youth workforce providers.

Weaknesses include: cross-entity collaboration, though strong, is based in multiple consortium/steering committees and needs further alignment and less duplication in order for business needs to more successfully drive programming; young members of target populations continue to be underserved given the local areas demographics and distribution of socio-economic need; young people with multiple socioeconomic and health barriers to success continue to be underserved; businesses need additional support to successfully engage and support youth facing multiple challenges to succeed in paid work experiences; and the absence of pre-apprenticeship programs to bring young people into apprenticeship programs that bring needed skilled employees into high-need industries.

4.2 C

Our local area must increase our capacity to address the education and skill needs of the workforce and the employment needs of our local area's businesses. Capacity needs include: a cross-system increase in funding to serve higher numbers of youth; increased population-specific and culturally-responsive service provision – a

proven method of engagement of underserved priority populations; an increase in funding and funding-flexibility to provide wrap-around services for our youth with the highest needs – the unhoused, those with Substance Use Disorder, those with mental health issues and those with other complex, multi-layered needs.

4.2 D

Successful Models and Best Practices:

- Leveraging funding streams to better meet the needs of priority population youth: examples include C-TEC Youth Services, CWP youth WIOA contractor, utilizing a Youth Development Division Re-engagement Grant to increase team capacity to engage and support underserved youth in advance of WIOA enrollment.
- Provision of services by population-specific organizations: this practice has dramatically increased inclusion of rural, BIPOC, and English-language learning youth in CWP’s services. In the 2021-2023 biennium, 87% of youth served by AntFarm were from rural zip codes, drastically increasing the numbers of rural youth served. Additionally, 54% of IRCO’s youth participants were people of color and 30% of participants were English Language Learners.
- Collaborative Contracted Youth Service Providers: CWP’s three contracted youth service providers communicate regularly, refer young people to each other if services might be a better fit and leverage resources when possible and appropriate to support participants more effectively.
- Collaborative Career Exposure Events: Manufacturing Day, SMSP STEM Hub Speed Networking, and CTE Showcases for high school students at CCC engage have high participation and connect students, educators, trainers, and businesses to increase alignment of training, education, and business needs in the local area.

4.3 20 CFR 679.560(b)(6): Employment and Training Activities

Considering the response in 4.1, provide a specific description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

4.3

As stated in 4.1 CWP’s service providers deliver a full array of employment and training activities in our area. For PY 2022 259 individuals received career services which include individual employment plan development, career and skills team coaching, and referrals to other resources and partners for support and employment opportunities. 159 individuals received training and education services. Ten individuals were placed into OJT opportunities and 32 were placed into disaster relief employment. Work-based training, including OJT’s, is known to be an effective strategy for people entering and retaining employment.

4.4 20 CFR 679.560(b)(18): Training Services

- A. Describe how training services outlined in 20 CFR 682 will be provided using individual training accounts. If contracts for training services are used describe how they will be coordinated with the use of individual training accounts under 20 CFR 682; and
- B. Describe how the local board will ensure informed customer choice in the selection of training programs regardless of how training services are to be provided.

4.4 A

CWP uses both individual training accounts and training contracts. An employment plan is developed by CWP’s primary service provider for each ITA eligible participant. Plans are written and documented including services,

career assessments, employment goals, steps to accomplish each goal, estimated time and costs. A detailed process is outlined below.

Training contacts (OJTs) are also used as a method for meeting both employer and job seeker needs. Should an individual, after completing their ITA, need additional on-the-job training, CWP's service provider finds an employer who would be willing to hire them and train them in the skills they are specifically lacking while on the job. OJTs are a successful training tool and can be a compliment to an ITA in some cases.

Program staff are trained to provide assessments to help a participant determine career goals, and barriers keeping them from reaching the employment goal:

- Initial interview with WDS Advisor
- Career Mapping Workshop
- GED practice tests
- ESOL assessments
- NCRC
- Prosperity Planner (must be completed by all participants before any payment authorizations are submitted)

An Individual Employment Plan is developed for each individual that is starting training which includes:

- WIOA Eligibility
- Suitability
- Work and education history, employment goal, expected training duration, reason for needing services
- Planned Services (including support services): needed to reach goal including barriers and skill gaps
- Training Services
 - Program name, training provider, ETP List, date of update & CIP Code (if not required to be on ETP List, say so in the case note.
- Industry
- Length of employment
- Strategic Occupation List is used to allow for customer choice and support the sector strategies in the Local Plan.
- Other agencies/programs involved in training plan
- Prosperity Plan completed and discussed in detail in the IEP case note (any financial gaps justifying need for support services)

Referral to Financial Aid:

- Potential training candidates are required to apply for Financial Aid when entering into a training program that is Financial Aid eligible. They are also encouraged to apply for scholarships.
- Program staff are trained in Financial Aid processes and are aware of the harm "over awarding" can cause an individual student.
- Program staff work closely with the Financial Aid Department at Clackamas Community College to determine the unmet need of students so that "over awarding" doesn't happen.
- Provider staff also help participants get this information from other colleges.

4.4 B

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. Youth customers participate in person-directed planning to identify interests, experience, strengths, and challenges to ensure customer choice and self-direction in workforce and

training programs. Staff further assist the customers in exploring whether they have the skills and qualifications to successfully complete the selected training program through an interview, evaluation, and/or formalized 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).

4.5 20 CFR 679.560(b)(7): Coordination with Rapid Response Activities

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

4.5

CWP works closely and is aligned with the State rapid response unit to deploy rapid response services.

CWP 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.

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,
- Developing business outreach material and a communication strategy to better ensure business owners are aware of Layoff Aversion and Rapid Response resources.
- 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.

4.6 20 CFR 679.560(b)(10): Coordination with Supportive Services

Describe how the local board will coordinate WIOA Title I workforce investment activities in the local area with the provision of transportation and other appropriate supportive services.

4.6

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 CWP actively pursues 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. One avenue for both customers and staff to learn about available services is through the monthly WorkSource Clackamas workshop calendar, which includes services beyond WorkSource that are available in the community. Similarly, staff may attend a monthly networking and resource sharing group (the Workforce Partner Network and the affiliated distribution list) to connect with peers from a variety of organizations and to engage in formal presentations from one or more featured speaker. These often highlight specific resources, services, activities, or needs – including transportation and other support services.

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

The system will also benefit from the implementation of Connect Oregon, the resource and referral software that allows networked partners to electronically refer and communicate with other providers in our community to meet an individual’s needs.

WorkSource Oregon

4.7 WorkSource Oregon/One-Stop Delivery System (Oregon Requirement)

List all WorkSource Oregon (WSO) Centers in the local area and provide for each site the:

- Location (City);
- WSO Center Type (Comprehensive, Affiliate, Partner Site/Specialized);
- List of Partners Represented; and
- Means of Service Availability by each Partner (physically present, direct linkage through technology, or referral only).

Each Center must be consistent with the One-Stop Center definitions and requirements contained in the [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#).) and the [Memorandum of Understanding and Cost Sharing Policy](#) (and attachments).

4.7

WorkSource Oregon – Clackamas is a Comprehensive WSO Center (506 High St. Oregon City, Oregon 97045)

Represented Partners: Clackamas Community College Workforce Services; Clackamas Community College Adult Basic Skills; Immigrant and Refugee Community Organization; Job Corps; Easterseals Oregon; Oregon Employment Department; Clackamas Education Service District; Oregon Commission for the Blind; Oregon Department of Human Services – Self Sufficiency; Oregon Vocational Rehabilitation; Clackamas County Housing Authority; Clackamas County (Health, Housing, and Human Services); Goodwill Industries of Columbia-Willamette; Financial Beginnings Oregon; Todos Juntos; AntFarm Youth Services

Physically Present Partners: Clackamas Community College Workforce Services; Immigrant and Refugee Community Organization; Job Corps; Easterseals Oregon; Oregon Employment Department; Clackamas County

(Health, Housing, and Human Services); Goodwill Industries of Columbia-Willamette; Oregon Department of Human Services – Self Sufficiency

Direct Linkage via Technology: Clackamas Community College Adult Basic Skills; Clackamas Education Service District; Clackamas County Housing Authority; Financial Beginnings Oregon; Todos Juntos; AntFarm

Referral Only: Oregon Commission for the Blind; Vocational Rehabilitation

4.8 One-Stop Operator Procurement (Oregon Requirement)

- A. Identify the One-Stop Operator.
- B. Describe the procedures and timelines for future procurement of a One-Stop Operator consistent with the [One-Stop Operator Procurement Policy](#) (including [Attachment A - Process for Local Workforce Development Boards as One-Stop Operator](#)).

4.8 A. Oregon Manufacturing Extension Partnership

4.8 B.

Every four years, CWP solicits bids through a competitive procurement process, which includes the development and promotion of an open Request for Quotes (RFQ) process. The RFQ is developed through a committee of CWP staff, advisory group members, and Board members. This outlines the obligations and responsibilities of the selected One Stop Operator, in accordance with federal and state requirements, and evaluation criteria which will be used to select a provider. It is posted online and shared through relevant distribution lists. It remains open for a pre-determined amount of time (minimum of 30 business days), with all questions and comments directed to a general email inbox. These are addressed and questions/responses are regularly posted as an updated FAQ section alongside the RFQ. Once the submission period has closed, CWP convenes committee members to review and score and select an entity. Once an entity is selected, CWP and said entity enter contract negotiations, ensuring full compliance with all state and federal requirements; full understanding of the roles/responsibilities of the OSO and the LWB; benchmarks and deliverables; timeline; and all other relevant information.

4.9 One-Stop Center Certification (Oregon Requirement)

Identify the established procedures for ongoing certification of one-stop centers consistent with [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#)).

4.9

The continued certification of WorkSource Oregon – Clackamas is a function of the One Stop Operator (OSO), per CWP’s most recent contracting process for OSO services. CWP’s OSO is knowledgeable of the state workforce system, including center certification requirements, and uses all required materials provided to conduct center certification at designated times.

4.10 WorkSource Oregon Operational Standards (Oregon Requirement)

- A. Do all Comprehensive and Affiliate WSO Centers in the local area provide services that meet or exceed the [WorkSource Oregon Operational Standards](#) effective June 9, 2023?

B. If not, please describe the strategies to bring WSO Centers into compliance.

4.10 A.

Yes

4.10 B.

N/A

4.11 20 CFR 679.560(b)(11): Improving Service Delivery

Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through WorkSource Oregon (as defined).

4.11

As stated in 4.1D, CWP has a coordinated case management process in place and has been using this process to ensure maximized coordination and avoid duplication of services. As also stated previously, CWP’s Benefits Navigator program will allow CWP to expand the number of partnerships with culturally and population specific providers and increase the number of these service providers within the workforce regions. Similarly, this program will allow for increased partnership opportunities in rural communities. The Benefits Navigator will function as connective tissue between WSO partners and other service providers, community organizations, and community members and will help expand awareness, understanding, and use of the public workforce system; diversify the providers operating as part of that system, and utilize existing “trusted messengers” within the community to help engage more people from historically marginalized groups in the public workforce system. In addition to expanded partnerships and increased engagement activities, the Benefits Navigator will establish a common-use referral system among providers to better monitor referrals among organizations; pilot the Engage by Cell platform to diversify mechanisms for the public to connect with workforce services; and establish a funders collaborative for co-investment and co-case management opportunities.

For services to youth ages 14-24, to improve service delivery and avoid duplication with Wagner-Peyser services, two of our youth service providers maintain a physical presence at WSO-C center. The two onsite youth providers also maintain close communication with our rural youth service provider to facilitate appropriate referrals between rural youth and onsite WSO-C entities.

Physical and Programmatic Accessibility

4.12 20 CFR 679.560(b)(5)(iii): Accessibility

- A. Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.
- B. Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.

C. Considering the response in A. and B., describe how entities with WorkSource Oregon (as defined) provide staff training and support for addressing the needs of individuals with disabilities.

4.12 A.

CWP conducts ADA reviews at a minimum of 2-year intervals to ensure physical accessibility of the Center. The last ADA review was completed on June 7, 2022. 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.

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 support for people with visual, auditory, or other impairments

4.12 B.

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 American Job Center where all individuals are greeted warmly and promptly, engage with staff to understand available resources and services (and eligibility per service), and receive assistance in accessing, understanding, and utilizing any resources and services available to them.

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.

4.12 C.

CWP, with partners of the local workforce system, works to expand access to services for eligible individuals, particularly those with barriers. CWP maintains a designated Equal Opportunity Officer with publicly available contact information to address any EOO complaints and concerns related to workforce services. CWP has strong relationships with organizations that provide services to individuals with disabilities and is applying to become an Oregon Developmental Disabilities Services (ODDS) provider of workforce services.

WorkSource partners included entities such as Oregon Employment Department, Oregon Commission for the Blind, and Vocational rehabilitation, and CWP has connections with other entities such as Clackamas County's Supported Employment Steering Committee; Disability Rights Oregon; FACT Oregon; Exceed Enterprises; Galt Foundation; and other organizations that focused specifically on people with disabilities. CWP has coordinated with these entities in the past to provide disability awareness training for staff across all partner agencies and share additional resources that may benefit this population. CWP will continue to provide topic-specific trainings like these at the local level, and utilize statewide resources such as the WorkSource Oregon Operational Standards and Oregon Employment and Training Association to equip staff with the information and skills necessary for providing accessible, responsive services to people with disabilities.

Describe how the local board will facilitate access to services provided through WorkSource Oregon (as defined), including in remote areas, through the use of technology and other means.

4.14

CWP is working to expand services using technology, including but not limited to, the following:

- Utilizing digital and telecommunication services for customers unable/disinterested in in-person services.
- Introducing participants to web-based training options if attending a training in-person will be challenging for them.
- Contracting with organizations with physical locations in rural areas where rural participants can find computers and staff support to access virtual WSO services.
- Promoting WorkSource Oregon's catalogue of virtual workshops
- Supplementing WSO digital workshops with additional digital learning opportunities
- Using video through social media (ie. YouTube, Facebook, LinkedIn, etc.)
- Video conferencing such as Teams or Zoom
- Promoting MyWorkSource, a virtual platform that allows customers to access and use an array of workforce system services remotely. My WorkSource is a 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.
- Incorporation of Connect Oregon (digital referral platform) and Engage by Cell to increase and expediate referrals to resources and connections with service providers.

CWP is also committed to working with our local community college and other training entities to expand programs to include asynchronous learning platforms when possible.

Section 5: Compliance

Please answer the questions in Section 5 in ten (10) pages or less. Most responses should be staff-driven as each are focused on the organization's compliance with federal or state requirements. Provide a response for all items identified. Required documents can be included as attachments.

Local Board

5.1 20 CFR 679.320: Local Board Membership

(TEGL 27-14, cited in Policy, is no longer active)

Complete the Local Board Membership Roster form provided (same as Attachment C - Local Board Membership Roster Template) consistent with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#)). Submit the Local Board Membership Roster form as an attachment.

5.2 20 CFR 679.320: Local Board Membership Policy

(TEGL 27-14, cited in Policy, is no longer active)

Submit as an attachment the local board policy and process for nomination and appointment of board members compliant with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#)).

5.3 20 CFR 679.310(a): Local Board Certification

Complete Local Workforce Development Board Certification Request form provided (available in October 2023 through Basecamp) consistent with [WIOA Title I Policy Appointment and Certification of Local Workforce Development Boards](#) (including [Attachment A - LWDB Certification Request Letter Template](#), [Attachment B - LWDB Board Certification Process](#), and [Attachment C - References](#)). Submit the Local Workforce Development Board Certification Request form as an attachment.

5.4 Equal Opportunity Officer (Oregon Requirement)

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

5.4

Brent Balog, Senior Program Manager, Clackamas Workforce Partnership Brent.Balog@clackamasworkforce.org

5.5 Local Board Documents (Oregon Requirement)

Provide completed copies of the following local board approval forms as an attachment:

- Statement of Concurrence (see note)
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents are available in October 2023 through Basecamp.

NOTE: Attachment 5.5 Statement of Concurrence will be incomplete until the final plan is signed off by the State WTDB and the CWP Board of Directors in June 2024 and sent to the Clackamas County Board of County Commissioners.

Required Elements

5.6 20 CFR 679.560(b)(14): Responsible Entity for Grant Fund Disbursement

Identify the entity responsible for the disbursement of grant funds described in 20 CFR 679.420, as determined by the chief elected official or the Governor under the same section (20 CFR 679.420).

5.6

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

5.7 20 CFR 679.560(b)(15): Competitive Process for Subgrants

- A. Describe how the local board remains a neutral broker of adult, dislocated worker, and youth services consistent with [Oregon Executive Order 13-08](#) by describing the competitive process that will be used to award subgrants and contracts for WIOA Title I activities.
- B. Submit an organization chart as an attachment that depicts a clear separation of duties between the board and service provision.
- C. Provide the current names of contracted organizations and the duration of each contract for WIOA Title I Adult, Dislocated Worker, and Youth services.

5.7 A.

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 recommend service provider selection to the board.

5.7 B.

attached

5.7 C.

Clackamas Community College	Adult & Dislocated Worker Services	Ends 6/30/25 with option to renew through 6/30/28
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Clackamas Education Service District	Youth Services	Ends 6/30/25 with option to renew through 6/30/28
Immigration and Refugee Community Organization	Adult & Dislocated Worker Services	Ends 6/30/23 with option to renew through 6/30/26
Oregon Manufacturing Extension Partnership (OMEP)	One-Stop Operator	Ends 6/30/2024 with option to renew through 6/30/2025

5.8 20 CFR 679.560(b)(12): WIOA Title II Application Review

Describe how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n)(1).

5.8

The local Title II provider is on the local workforce board and participated in the local workforce strategic planning session. Both agencies will work closely together to make sure that the plans are aligned, and that collaboration continues to ensure that Title II activities are represented and aligned with Title I services within the workforce system. – LANE’S VERSION

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.

5.9 20 CFR 679.560(b)(13): Local Cooperative Agreements

Submit as an attachment executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in WorkSource Oregon (as defined) to enhance the provision of services to individuals with disabilities and 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 consistent with 20 CFR 679.370(n)(3).

Copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA sec. 107(d)(11)) between the Local WDB or other local entities described in WIOA sec. 101(a)(11)(B) of the Rehabilitation Act of 1973 ([29 U.S.C. 721\(a\)\(11\)\(B\)](#)) and the local office of a designated State agency or designated State unit administering programs carried out under title I of the Rehabilitation Act ([29 U.S.C. 720 et seq.](#)) (other than sec. 112 or part C of that title ([29 U.S.C. 732, 741](#)) and subject to sec. 121(f)) in accordance with sec. 101(a)(11) of the Rehabilitation Act ([29 U.S.C. 721\(a\)\(11\)](#)) 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;

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, OVR 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 OVR 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. OVR 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.

5.10 20 CFR 679.560(b)(5)(iv): Memorandum of Understanding and Infrastructure Funding Agreement

Describe the roles and resource contributions of the WorkSource Oregon partners by providing as an attachment the current Memorandum of Understanding and Infrastructure Funding Agreement for the local area.

5.11 20 CFR 679.560(b)(16): Negotiated Performance

Provide as an attachment, the local levels of performance negotiated with the Governor and chief elected official consistent with 20 CFR 677.205-230, to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the WorkSource Oregon delivery system in the local area.

5.12 20 CFR 679.560(b)(21): Priority of Service

Describe the direction given by the Governor ([WTDB Priority of Service Policy](#)) and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.

5.12

CWP's follows the WTDB policy, and our priority populations policy (P-07) and the basic skills screening tool are attached.

5.13 20 CFR 679.560(b)(19): Public Comment Period

Describe the process used by the local board, consistent with 20 CFR 679.550(b), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

5.13

The strategic planning with the public was initiated in May 2023. To gather as many people to the table as possible, a virtual meeting invitation was sent to all CWP Clackamas County contacts including business owners, CBOs, legislators, etc. to engage in discussions about meeting the needs of Clackamas County through working collaboratively, breaking through system barriers, and combining resources. The first meetings occurred on May 23, 2023, and July 12, 2023. Since this time, many community partners have been working together to gather feedback from the public. This collaborative community planning will continue well past the time that the strategic plan is turned in, but data gathered up to this point will be incorporated.

CWP involved its board members in revising the mission and vision statements at the starting October 20, 2022, board meeting. The board consists of business, labor representatives, public partners, and education partners. All meetings are open to the public. Discussions of the strategic plan continued at each successive board meeting. The October 19, 2023, board meeting allowed for small breakout groups to provide input for the new strategic plan. In November 2023, CWP Advisory Groups discussed ideas for the new plan. In December 2023, CWP met in person with other workforce boards, WorkSystems and Workforce Southwest Washington, to analyze sector strategy for the Portland Metro area. These meetings incorporated public input gathered by the other two workforce boards. CWP distributed an email survey to the CWP Board, Workforce Partner Network, and directly to business and community partners. The survey was open from December 12 to December 31, 2023. The CWP Board of Directors was once again engaged at the January 2024 meeting, and the Executive Committee at the February 2024 meeting.

On January 29, 2024, the 2024-2028 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 closed on February 29, 2024, all comments were 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 were posted to the CWP website and are included in this plan as attachment 5.13.

5.14 Compliance Concerns (Oregon Requirement)

State any concerns the local board has about 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
- 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

5.14

CWP expects to be compliant with all listed expectations.