

Workforce Innovation and Opportunity Act

Local Plan

Portland Metro Workforce Development Board

Submitted by
Worksystems



The Portland Metro Workforce Development Board

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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.

1.1A

To support a thriving economy, our region needs competitive companies, productive people, and innovative ideas. To that end, we must work together across agencies and organizations to create new models for an equitable recovery, skill development, and career advancement. We need to build industry partnerships to address mismatches between labor market supply and regional industry needs.

Our work with industry partners will prioritize working with companies who offer quality jobs, which provide living wages, comprehensive benefits, and career pathway employment. For companies who do not, we will support them in meeting quality job benchmarks. We must also take advantage of past successes to evolve the regional workforce development system to function more cohesively with shared purpose, customers, and goals.

Beginning with a comprehensive survey of regional job seekers, employers, and partners in August 2023, a wide variety of stakeholders have given their time and input into shaping a vision for the regional workforce system and developing the goals and strategies found in the Local Plan (see Attachment F for a list of engagement activities and participants). We are grateful for the contributions of these individuals and the organizations they represent and look forward to continuing to work together to implement our local workforce plan.

Through a variety of partner and community input, the Board adopted the following:

- Mission: To coordinate a regional workforce system that supports individual prosperity and business competitiveness.
- Vision: Employers have qualified employees and both current and future workers have the skills and support they need to successfully engage, advance, and succeed in the labor market.
- Guiding Principles: Collaboration – Equity – Accountability – Inclusiveness – Relevance – Excellence

In support of our mission, vision, and guiding principles, the following strategic goals were established for 2024-2028:

- The regional public workforce system is aligned, provides integrated services, efficiently uses resources, and continuously improves to provide maximum value for employers, job seekers, workers, and community-based partners.
- Employers can find the regional talent they need to recover, grow, and remain competitive.
- Regional workers most impacted by COVID-19, including Black, Indigenous, and other People of Color; individuals with disabilities; women; immigrants; younger; less-educated; and lower-income workers, have the skills and supports they need to fill current and emerging quality jobs.
- Regional youth facing barriers gain the academic knowledge, work skills, and support services needed to succeed in the workforce of today and the future.

In addition, Worksystems has worked with the other workforce development boards in the Portland Metro region -- Workforce Southwest Washington and Clackamas Workforce Partnership -- under the umbrella of the Columbia-Willamette Workforce Collaborative (CWWC, or “the Collaborative”), in order to align goals and establish a partnership to support regional targeted industry sectors, develop regional talent, align with regional economic development initiatives such as the Comprehensive Economic Development Strategy, and promote quality jobs.

1.1 B.

The Board’s four strategic goals are organized around the workforce system, employers, adult workers, and youth workers with a focus on equity and target populations. These goals focus on developing skills, connecting to employers and industry, entering jobs, and increasing earnings and retention. These goals also coincide with federal performance accountability measures including skill gains, attainment of industry-recognized credentials, entry into employment, retention, earnings, and employer satisfaction.

Strategic Plan Alignment

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

Our mission, vision, values, goals, strategies, and investments directly align with and support the vision, mission, and imperatives of the WTDB.

Goal: The regional public workforce system is aligned, provides integrated services, efficiently uses resources, and

continuously improves to provide maximum value for employers, job seekers, workers and community-based partners.

Primary Strategies

- Build relationships across organizations that provide workforce-related services to break down barriers, increase access to services, and improve results, including childcare, incentives/stipends, enhanced mobility, and affordable housing.
- Engage community-based organizations and culturally specific service providers to provide input, improve access, and inform continuous program and system improvement.
- Market system services and encourage information-sharing across organizations and communities.

Goal: Employers can find the regional talent they need to recover, grow, and remain competitive.

Primary Strategies

- Focus on industry sectors that offer pathways to family-sustaining jobs and include employers willing to engage with and use the workforce development system.
- Build regional employer partnerships to inform and revise curriculum, address skill shortages, and prepare qualified workers.
- Develop options for companies to invest in worker training and expand co-funding for internships and apprenticeships.
- Use data to track and match regional demand for occupations and specific skills with particular attention to racial inequities.
- Convene employers to expand access to and availability of quality jobs.

Goal: Regional workers most impacted by COVID-19, including Black, Indigenous, and other People of Color; individuals with disabilities; women; immigrants; younger; less educated; and lower-income workers, have the skills and supports they need to fill current and emerging quality jobs.

Primary Strategies

- Provide coordinated, equitable access to a variety of tools, services, and resources that accelerate job attachment, career advancement, and increased earnings.
- Innovate and scale options for short-term training, including online learning and industry-recognized credentials.
- Integrate critical services such as childcare, transportation, housing, mentoring, and others with skill development, training, and career-advancement efforts.

Goal: Regional youth facing barriers gain the academic knowledge, work skills, and support services needed to succeed in the workforce of today and the future.

Primary Strategies

- Expand, innovate, and scale options for vocational training programs that create pathways from school to work, including apprenticeships.
- Prepare youth/young adults for workplace success through quality work-based learning opportunities, including paid internships, job shadows, youth apprenticeships, and community service opportunities.
- Re-engage disconnected youth in education and training for credentials and/or degrees.
- Integrate critical services such as childcare, transportation, housing, mentoring, and others with skill development, training and career advancement efforts.

Joint Priority Setting

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

Employer and Economic Development Connections – Worksystems has long used a targeted sector approach, aligned with regional economic development priorities, to engage business and guide our training investments. Our workforce priorities are fully integrated with the regional Comprehensive Economic Development Strategy, and we are an integral partner in regional business attraction and retention efforts.

Over the past several years, as described above, we have broadened our employer engagement strategy to align with our workforce development partners in Clackamas County and Southwest Washington to better serve the needs of our combined labor shed. Our partnership, the Columbia-Willamette Workforce Collaborative (“the Collaborative”), aligns our capabilities and resources to improve the region’s ability to leverage and layer funding streams; coordinate ideas and strategies; pursue resources and fill gaps; link workforce supply and industry demand; and enable life-long learning and advancement. We work directly with business partners to understand labor-market trends and to identify current and emergent workforce needs and craft comprehensive, customized workforce solutions to meet the needs of industry. In partnership with the Collaborative, Worksystems will support four target sectors during this Plan period: Healthcare & Social Assistance, Advanced Manufacturing, Clean Energy, and Construction.

We work directly with industry to develop agreed-upon strategies to support prioritized workforce and related industry needs. Staff from Worksystems and our partners in the Collaborative are assigned to each of the target sectors. They gather local industry intelligence and key data, convene business partners to analyze industry-identified workforce needs and opportunities, engage industry representatives, and convene other partners to develop comprehensive strategies to address those needs. After strategies are developed, industry panels continue in an advisory role as plans are implemented. Outcomes are monitored, evaluated, and reported throughout the process.

In addition to being responsible for convening industry panels and overseeing workforce plan implementation, staff are charged with reaching out to the business community to identify employer-specific workforce issues and offer a wide range of potential solutions (rooted in public workforce system engagement). These solutions could include customized training cohorts of new workers, incumbent worker training, access to on-the-job training funds, custom recruitment events, and connectivity to WorkSource, among other services.

While we try to do as much work through the Collaborative as possible, there are times when industry needs arise that do not necessitate a regional response. In those cases, work undertaken will be specific to the local area (rather than the Collaborative) and dependent on potential new sources of local funds, industry investments, and ongoing collaboration with businesses in the sector. During this Plan period, Worksystems will also focus independently on developing the Early Childhood Education and Clean Energy sectors.

Integration with K-12 – Worksystems coordinates closely with public high schools and alternative programs. Of the eight NextGen youth service providers, four are programs housed within school districts and are licensed alternative high

schools. Within the Portland Public Schools (PPS) alternative school network we contract with Portland Opportunities Industrialization Center (POIC) + Rosemary Anderson High School and Portland YouthBuilders. POIC + Rosemary Anderson serves as an alternative high school/GED program for the five east Multnomah County school districts.

In Washington County, we contract directly with the Beaverton School District. Our southern Washington County provider, Impact Northwest, is the primary youth service agency for the Tigard-Tualatin School District's HUB Academy, which provides secondary education services to youth expelled from their local high school.

Worksystems staff are members of the Tri-County School to Work Consortium, All Hands Raised Collective Impact Initiative, Opportunity Youth Collaborative, the Portland Metro STEM Partnership, and the Regional Career Connected Advisory Group, sponsored by the Multnomah County Educational Services District. A primary goal for engagement with these groups is to ensure alignment, cooperation, and coordination within secondary and post-secondary education efforts.

Work-Based Learning – Worksystems supports public junior and senior high school work-based learning initiatives in multiple ways, including career exploration in the trades for middle-school youth in Beaverton School District. We have partnered with Hillsboro School District and Pacific University to bring students and healthcare professionals together and have used our Learn & Earn and work experience infrastructure to provide payment to students for career development and work experience in Career & Technical Education-related occupations with PPS.

Pre-Apprenticeship – Worksystems funds pre-apprenticeship training programs to partner with local district CTE programs in the Trades and Manufacturing to enroll qualifying students into training cohorts. Most of these training cohorts pay students to learn these skills while receiving a BOLI recognized pre-apprenticeship certificate.

SummerWorks – Since 2009, Worksystems has managed the largest youth work-experience program in the Pacific Northwest – SummerWorks. SummerWorks is a public/private partnership that supports youth through their first work experience. The program provides an opportunity for youth to learn valuable skills for the future and contribute to their community. SummerWorks is a key component of our strategy to cultivate a pipeline of diverse, homegrown talent that regional employers need to thrive and grow. Approximately one-third of SummerWorks participants are enrolled in local school districts. Over the years, more than 8,000 youth have obtained work experience through the program. Of these youth:

- 91% were economically disadvantaged
- 71% identified as a Person of Color
- 60% were not proficient in math
- 56% were not proficient in reading

Advancing Equity and Closing Gaps – Worksystems is committed to promoting and supporting Justice, Equity, Diversity, and Inclusion (JEDI), and recently released our first JEDI Strategic Plan. The plan was developed under the leadership of our in-house JEDI Council and with the guidance of Diamond Strategies, a nationally recognized firm specializing in JEDI work.

We view our work, and its outcomes, through just, diverse, equitable, and inclusive (JEDI) lenses. Our policies, programs, and services provide job seekers with what they need to advance their careers as dynamic and unique individuals, not what we imagine their needs to be. We, therefore, seek to understand, harness, and leverage, the rich diversity of our workers and our stakeholders. This commitment extends first to the Indigenous peoples whose lands our service areas encompass, as well as to our staff, stakeholders, and community. In honoring and responding to our world's reckoning with systemic inequity, we are accelerating our work toward equity and inclusion to ensure that our organization and its reach is as diverse as the human ecosystem we serve.

To improve the accessibility and effectiveness of the WorkSource Portland Metro (WSPM) Centers in serving historically marginalized and vulnerable populations, we convene [a network of community-based organizations](#) – each providing

population-specific career-coaching and support services to workforce training customers. Priority populations served include communities of color, justice-involved individuals, those with housing instability and/or homelessness, immigrants and refugees, individuals in recovery from addiction, and those in poverty.

This network has a shared goal of customers attaining career-track employment in high-demand occupations that provide pathways to family-sustaining jobs. One example of our community-based approach to serving vulnerable populations is the Economic Opportunity Program (EOP). This program has grown from five adult workforce development providers that deliver supportive and individually tailored workforce development services, to 10 providers (and counting). Current EOP providers are: Central City Concern, Constructing Hope, Our Just Future, Immigrant Refugee Community Organization (IRCO), Latino Network, Oregon Tradeswomen, the Urban League, Portland Community College (PCC), POIC, and SE Works. The program targets low-income residents, age 18 and older, who face multiple barriers to employment. Investment in the services is made in partnership with Prosper Portland (the City of Portland’s economic development organization), joined by Multnomah County Dept. of Community Justice, Washington County Community Development, and the Joint Office of Homeless Services. Eligible participants engage in coaching, skill development, and training to achieve career-pathway employment.

In addition to supporting this community-based network, Worksystems aligns resources available to EOP participants through WSPM. Systems alignment has created a successful shared customer model that includes essential wraparound supports, including rent assistance and childcare. By working together, we provide a much broader array of services to program participants, including:

- Individual career plan development
- Individualized career coaching
- Career exploration resources
- Work readiness training
- Work experience placement and support
- Job search assistance and placement
- Retention and advancement support after job placement
- Childcare vouchers for training
- Contextualized, cohort-based adult education
- Job-readiness courses
- Sector-based bridge training
- Occupational skills training leading to employer-recognized certificates
- Pre-apprenticeship programs in construction
- Internships
- On-the-job training
- Individualized job placement for certain industries and participants
- Access to specialized scholarship funding in high-growth, high-wage industries, such as healthcare

Data Alignment & Reporting – All program performance data is available on our website – www.worksystems.org. When possible, participant data and outcomes are disaggregated by race and other characteristics to ensure priority populations are being effectively served.

We are currently working with our sibling Local Workforce Boards on a common statewide performance report that reflects the resources and programs administered by each board, starting with the ETA-9173. The report will be in real time and available on all Local Board websites and the Oregon Workforce Partnership website. We anticipate the report to be available by July 1, 2024.

High Performing Board

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 – High Performing Board

Our Board has been recognized as a national leader and innovator in workforce development by several prominent organizations and publications, including the National Association of Workforce Boards, the National Fund for Workforce Solutions, the United States Conference of Mayors, Jobs for the Future, the National Alliance to End Homelessness, the Brookings Institute, the National Skills Coalition, and the San Francisco Office of the Federal Reserve.

Regionally, we are active participants on several boards and committees, including the Here Together Coalition, the Comprehensive Economic Development Strategy Oversight Board, Washington County Thrives, the Metropolitan Alliance for Workforce Equity, the City of Portland Economic Advisory Committee, the Westside Economic Alliance, All Hands Raised (Multnomah County K-12 collective impact model), and the Portland Office of the Federal Reserve. These affiliations provide an opportunity to communicate the value of working together to identify and address regional workforce challenges and opportunities.

Our region has made considerable progress aligning resources and integrating services through the regional WSO system. Currently, more than 50 funding sources contribute to our regional system, including federal, state, local, private, and philanthropic resources. The programs, staff, and organizations that make up WorkSource Portland Metro all work together as an integrated team to serve a “common customer,” striving toward the ideal that our programs and services are organized around our customers, and that our organizational and bureaucratic divisions are invisible and seamless to job seekers. While we are continually working towards this ideal, improvements must be made to reflect regional priorities in the WSO service delivery model and integrate all the programs that define the WSO system.

Worksystems contracts with a [network of 39 community-based organizations](#) to provide culturally specific career-coaching services for diverse and historically underserved populations. Our model relies on connecting these customers to WorkSource for additional employment and training services. However, it is not always clear how all the programs intended to be engaged in the regional WSO system are aligned with local priorities, target populations' needs, and/or partner organization networks. Local areas need to better understand state-managed resources, programs, outcomes, and how these can be more effectively deployed to support local priorities.

Data Driven – We are a data-driven organization and continually monitor and analyze the performance outcomes of our investments to ensure quality programs and services for everyone. We are committed to providing and using high-quality information to support the region and guide our investments. We support internal research staff who lead local research efforts, including the production of several regional reports:

- State of the Workforce
- Sector Reports and Skills Needs Assessments for Advanced Manufacturing, Healthcare, Construction and Tech (Note: these are Worksystems' target sectors for the 2020-2024 Plan period; for this Plan period, they will be Advanced Manufacturing, Healthcare & Social Assistance, Construction, and Clean Energy)
- Analysis of Opportunity Youth

- Self-Sufficiency Standard for all Oregon Counties, and analysis of who’s not meeting the standard in our region. We are dedicated to assuring this information is regularly updated and presented in a way that supports the region’s ability to understand and align regional workforce supply with regional business demand.

In addition to these standing reports, our research staff produce numerous special reports examining specific labor market trends and issues. Throughout the pandemic, we have produced several reports analyzing the impact of COVID-19 on industry sectors and specific populations. This information has been widely shared with the community and is being used to help us understand the areas of greatest need and to guide our investments and services. These reports can be found at www.worksystems.org/home/reports/

Our research capacity is enhanced by the co-location of a regional economist and two workforce analysts from the Oregon Employment Department who work alongside our research and data analyst. This partnership provides a stronger connection to real-time labor market information.

Since 2015, we have convened a bi-state, 30-plus-member Research and Analysis Committee comprised of education, workforce, economic, and community development organizations. The purpose of the Committee is to bring together a broad coalition of partners who produce and use labor-market information to share data between agencies and increase our regional capacity to generate and analyze high-quality research in support of our common community development goals. This Committee operates under the umbrella of the Columbia-Willamette Workforce Collaborative, a partnership lead by the three workforce boards representing the broader Portland-Vancouver metropolitan area. Our program results are available online at www.worksystems.org.

Strategy – The Board regularly monitors progress in achieving Plan goals and related objectives. Each quarterly Board meeting is dedicated to one of the four Plan goals, including progress, outcomes, obstacles, and next steps. Quarterly reports showing activities, outcomes, and expenditures are developed and shared with the Board and a distribution list of more than 1,200 community and stakeholder subscribers. These reports are also available online at www.worksystems.org.

Partnerships and Investments: Core Partners and Beyond – Our region has made significant progress to align resources and integrate services through the WSPM system. WIOA 1-B and Oregon Employment Dept. staff are co-located in all five WorkSource Portland Metro Centers. The programs, staff, and organizations that make up WorkSource Portland Metro all work together as an integrated team to serve a “common customer,” striving toward the ideal that our programs and services are organized around our customers, and that our organizational and bureaucratic divisions are invisible and seamless to job seekers. While we are continually working towards this ideal, improvements must be made to reflect regional priorities in the Oregon Employment Department’s service delivery model.

As described above, Worksystems contracts with a [network of 39 community-based organizations](#) to provide culturally specific career coaching services for diverse and historically underserved populations.

Business and Sectors – As described above, Worksystems uses a sector approach to engage business and guide our training investments. Our strategy to align with our workforce development partners – the Collaborative – in Clackamas County and Southwest Washington is integral to better serving the needs of our combined labor shed. In partnership with the Collaborative, Worksystems will support four target sectors during this Plan period: Healthcare & Social Assistance, Advanced Manufacturing, Clean Energy, and Construction. In full appreciation of the unique local jurisdictions that comprise the Portland-Vancouver Metropolitan Area, we believe there are significant advantages to working together and remain committed to assuring alignment, coordination, and accountability in our efforts and we will provide a collective response when it is in the best interest of the workers and businesses of the region. After all, we know that people are willing to travel throughout the region for the best opportunities and that businesses need the most qualified workers regardless of where they live. To this end, the Collaborative has developed a unified approach to serve industry, support economic development and guide public workforce training investments.

In Washington and Multnomah counties, there are opportunities for partnership development and job-seeker connections to quality jobs in the transportation/logistics and clean tech sectors. Work undertaken with these sectors will be specific to Worksystems (not the Collaborative), and dependent on potential new sources of local funds, industry investments, and ongoing collaboration with businesses in the sector.

Program Enhancements to Serve Focus Populations – To improve the accessibility and effectiveness of the WorkSource Portland Metro Centers in serving vulnerable populations, we convene a network of community-based organizations. Each provides population-specific career coaching and support services. Vulnerable populations served include justice-involved individuals, those with housing instability and/or homelessness, communities of color, immigrants and refugees, individuals in recovery from addictions, and those in poverty. This network has a shared goal of customers attaining career-track employment in high-demand occupations that provide pathways to middle-wage jobs.

Section 2: Data and Analysis

It is expected that Section 2 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

The Portland Metro area consists of Multnomah and Washington counties, the two most populous counties in Oregon and home to the largest number of jobs: 818,000 combined (2022), representing 42 percent of the statewide total. Portland Metro’s economy was steady entering 2022. Employers added 33,200 jobs in 2022 for a growth rate of 4.2 percent. After a sharp decline in 2020, the region’s rate of growth has been increasing. Employment peaked in February 2020 at 838,700 jobs. The pandemic caused a sharp decrease in employment, but the decline was short-lived. Employment growth has been relatively steady over the past three years. By October 2023, Portland Metro had 831,900 jobs. While the region has regained nearly all the jobs that were lost during the pandemic, this does not equal a full recovery. During the five years before the pandemic, jobs grew at an annual rate of more than 2%. For a full recovery, the region would need to regain this projected job growth.

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

Worksystems has identified four target sectors as key to the local economy: Advanced Manufacturing, Clean Energy, Construction, and Health Care & Social Assistance. The target sector industries provide a variety of career paths that offer workers multiple opportunities to advance skills and increase earnings. As the economy changes, we will reassess the targeted industry sectors to ensure they continue to align with our goals.

Advanced Manufacturing

Overview – The Advanced Manufacturing sector includes high tech, metals, machinery, transportation equipment, and food processing. With 69,100 jobs and a payroll of \$9.7 billion (2022), Advanced Manufacturing accounts for 8% of

Portland Metro's private-sector employment and 12% of payroll. Annual wages averaged \$141,175, which was 53 percent more than the average across all industries. Manufacturing has the highest multiplier effect of any economic sector, underpinning many more sectors across the regional economy.

Exports are critical to the region's economy. In 2022, the Portland-Vancouver-Hillsboro MSA was the 13th- largest metropolitan exporter. The total value of exports nearly doubled from \$17,606M in 2012 to \$34,368M in 2022. Computer and electronic parts manufacturing accounts for nearly half (44%) of all regional exports. Portland Metro has a competitive advantage in this sector in that employment is more concentrated in the region (8% of total employment) compared to the nation (5%). Employment in the high-tech manufacturing component is more than three times as concentrated due largely to Intel's operations in Washington County.

Recent Trends – Advanced Manufacturing is a cyclical industry, both locally and nationally. It was hit hard by the Great Recession, shedding 8,500 jobs by 2009, or 13% of its employment base; and again by the COVID-19 recession, losing 5,400 jobs in 2020 (6%). It made a full recovery by 2022, regaining all of the lost jobs and adding an additional 990 new jobs. Between 2017 and 2022, Advanced Manufacturing grew by 6% (+5,751 jobs), outpacing the overall economy (3%).

Occupations – Approximately 380 occupations are found within the sector. The 10 largest occupations account for more than one-third of total employment. Educational requirements range from less than a HS diploma to a doctorate or professional degree, although 65% of jobs in the industry require two or fewer years of post-secondary education. The percentage of jobs requiring no more than a HS diploma has decreased from 66% (2019) to 58% (2022).

Outlook – Portland Metro's Advanced Manufacturing sector is expected to expand by 7,208 jobs between 2022 and 2032 for a growth rate of 10%; which is faster than the projected growth of the overall economy.

Clean Energy

Overview – The Clean Energy sector includes sub-industries from across the economy, including Construction; Professional, Scientific, and Technical Services; Primary Metals; Utilities; Transportation; Retail Trade; Waste Management; and Forestry. With more than 130,400 jobs and a payroll of \$17.3 billion (2022), Clean Energy accounts for 15% of Portland Metro's private-sector employment and 21% of payroll. Wages averaged \$132,717 in 2022; about \$40,200 more than the average across all industries.

Recent Trends – Clean Energy is an emerging industry. Except for a brief dip in 2020, the industry has grown steadily over the past 10 years. The regional growth (35%) is significantly faster than the rest of the economy and the national Clean Energy industry (27%).

Occupations – More than 580 occupations are found within the Clean Energy sector. Many of the more common occupations are relatively unique to the sector and not often found elsewhere in the economy. Educational requirements range from less than a high school diploma to an advanced or professional degree. More than 40% of jobs do not require education beyond an Associate's degree. Slightly more than 20% require a registered apprenticeship and the remaining 26% require a Bachelor's or advanced degree.

Outlook – This sector is expected to expand by nearly 20,000 jobs between 2022 and 2033 for a growth rate of 15%; faster than the overall economy. Growth will be driven by public investments, including the Portland Clean Energy Fund.

Construction

Overview – The Construction sector includes companies primarily engaged in the construction of buildings, heavy and civil engineering projects, preparing sites for new construction, and specialty trades. With 50,921 jobs and a payroll of \$5.2 billion (2022), Construction accounts for 6% of Portland Metro's private-sector employment and 6% of payroll. Wages averaged \$102,330 in 2022; about \$9,800 more than the average across all industries.

Recent Trends – Construction is a cyclical industry, with dramatic booms (the 1990s and mid-2000s) and busts (the Great Recession). It lost 11,000 jobs during the Great Recession. Since 2010, construction has been on an upward trajectory. Despite slight dips in 2015 and 2020, the industry has added more than 18,000 jobs since 2010, a growth rate of 55%. The growth is significantly faster than the rest of the economy (21%) and the national construction industry (30%).

Occupations – Roughly 150 occupations are found within Construction. Many of the most prevalent are relatively unique to the sector and not often found elsewhere in the economy (e.g., carpenters, plumbers, painters). Educational requirements range from less than a high school diploma to a Bachelor’s degree. Three-quarters of the sector’s occupations, which account for over 80% of its current workforce, require no more than a high school diploma.

Outlook – Portland Metro’s Construction sector is expected to expand by nearly 10,000 jobs between 2021 and 2031, for a growth rate of 17%; this is faster than the overall economy. Growth will be driven by a housing shortage, large public infrastructure projects, and solid job growth across the rest of the economy.

Health Care and Social Assistance

Overview – Healthcare (jobs in hospitals; offices of physicians, dentists, and other health care providers; outpatient health clinics; and nursing and residential care facilities) and Social Assistance (jobs in individual and family services; community food, housing, and emergency services; vocational rehabilitation services; and childcare services), with 107,492 jobs and a payroll of \$8.4 billion (2022), accounts for 12% of Portland Metro’s private-sector employment and 10% of payroll. Wages averaged \$78,764 in 2022, about \$13,000 less than the overall economy. However, wages vary considerably within the sector’s sub-industries. Higher wages in ambulatory care (\$99,400) and hospitals (\$105,100) were partially offset by low wages in nursing and residential care (\$57,100), and social assistance (\$44,000).

Recent Trends – Healthcare is a key driver of employment growth at both the national and local levels. Prior to the COVID-19 pandemic, Healthcare added jobs every year, even throughout the recession. The industry was hit hard by the pandemic; job losses were initially caused by reluctance of patients to access health care due to concerns over COVID-19 transmission. As the pandemic wore on, healthcare workers faced high levels of burnout, and turnover was high. This exacerbated an existing shortage of workers in many key healthcare industries. For the past 18 months, employment growth has been positive. The majority of the growth is in the ambulatory care component (i.e., doctors’ offices).

Occupations – More than 370 occupations are found throughout the Healthcare sector. The 10 largest occupations, headed by Registered Nurses, account for 44% of total employment. Educational requirements range from less than a high school diploma to a Doctoral or professional degree. Three out of 10 of the sector’s largest occupations, which account for 16 percent of its current workforce, require a Bachelor’s degree or higher.

Outlook – Portland Metro’s Healthcare and Social Assistance sector is expected to expand by more than 15,200 jobs between 2021 and 2031, for a growth rate of 14 percent. Growth will be driven by an aging population.

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

Portland Metro is expected to add 75,100 jobs between 2022 and 2032, for a growth rate of 10 percent. Growth will be broad-based, with most major sectors seeing gains. Job growth will be fueled by Healthcare and Social Assistance (+15,200 jobs); and Professional, Scientific, and Technical services (+10,000).

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.

Most occupations will add jobs over the next 10 years; and in general, for every two jobs created due to economic growth, three become open due to vacancies (retirements). This means that in addition to the 75,150 new jobs from growth, employers will also need sufficiently trained workers for jobs that will become open as people leave.

By 2032, there will be approximately 1,085,100 job openings. Roughly 25% of these openings won't require a high school diploma; 40% will require a diploma or equivalent; 7% will require some postsecondary education; 2% will require an Associate's degree; 21% will require a Bachelor's degree; and the remaining 3% will require a Master's degree or more.

Employment Growth by Educational Requirements, 2022-2032, All Industries

	Growth Openings	Replacement Openings	Total
Less than high school	12,395	280,670	293,065
High school diploma or equivalent	25,730	394,907	420,637
Postsecondary training (non-degree)	5,351	73,881	79,232
Associate's degree	1,918	20,494	22,412
Bachelor's degree	25,127	195,160	220,287
Master's degree	1,955	10,185	12,140
Doctoral or professional degree	2,616	16,257	18,873
TOTAL	75,091	991,554	1,066,645

Educational attainment and college enrollment steadily rose for decades in the late 20th and early 21st centuries. During the past few years, many families have started to question whether college is the best fit. The student debt crisis and the pause in in-person education during the pandemic were root causes. Additionally, during the late 1990s, the birth rate began to drop, meaning fewer students and young workers today.

2.4 B.

Advanced Manufacturing

The Advanced Manufacturing sector provided about 69,100 jobs in Portland Metro in 2022. Thirty-five percent required a Bachelor's degree or higher (24,100); 58% needed nothing more than a high school diploma (40,000).

Advanced Manufacturing Employment Growth by Typical Educational Requirements, 2022-2032

	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	5,330	5,330	461	7,961	8,423
High school diploma or equivalent	34,670	34,670	3,199	32,107	35,306
Postsecondary training	1,533	1,533	100	1,571	1,670
Associate's degree	3,684	3,684	340	3,587	3,927
Bachelor's degree	24,003	24,003	3,077	16,378	19,455
Master's degree	96	96	21	66	87
Doctoral or professional degree	82	82	10	37	47
TOTAL	69,397	69,397	7,208	61,707	68,916

The sector is expected to add 7,000 jobs between 2022 and 2032. Another 61,700 jobs will become available as people retire or change careers. Combined, employers will need to fill 68,000 job openings. Approximately 20,000 of these will require a Bachelor's degree or higher (28%); while 43,700 (63%) will require nothing more than a high school diploma.

Advanced Manufacturing Target Occupation Employment Growth by Typical Educational Requirements, 2022-2032

			Openings	Openings	
Less than high school	735	793	58	924	982
High school diploma or equivalent	18,613	20,603	1,990	19,292	21,282
Postsecondary training	1,210	1,287	77	1,253	1,330
Associate's degree	3,151	3,454	303	3,084	3,388
TOTAL	324	305	-20	311	291

Clean Energy

The Clean Energy sector provided about 200,700 jobs in Portland Metro in 2022. Thirty-six percent required a Bachelor's degree or higher (71,700); 34% needed nothing more than a high school diploma (69,000).

Clean Energy Employment Growth by Typical Educational Requirements, 2022-2032					
	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	13,690	14,855	1,165	1,184	2,349
High school diploma or equivalent	55,551	62,588	7,037	7,099	14,136
Postsecondary training	10,336	12,064	1,728	1,736	3,464
Associate's degree	6,187	7,046	859	870	1,729
Apprenticeship	43,262	49,716	6,454	6,453	12,907
Bachelor's degree	70,306	83,317	13,011	13,068	26,079
Master's degree	682	776	95	117	212
Doctoral or professional degree	756	881	126	128	254
TOTAL	200,769	231,243	30,475	30,655	61,130

The sector is expected to add 30,000 jobs between 2022 and 2032. Another 30,000 jobs will become available as people retire or change careers. Combined, employers will need to fill 61,000 job openings. Approximately 20,000 of these will require a Bachelor's degree or higher (28%), while 43,700 (63%) will require nothing more than a high school diploma.

Clean Energy Target Occupation Employment Growth by Typical Educational Requirements, 2022-2032					
	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	7,144	7,822	721	8,859	9,580
High school diploma or equivalent	32,550	37,576	8,236	87,393	95,629
Postsecondary training	6,633	8,001	1,642	18,181	19,823
Associate's degree	5,248	6,000	600	7,075	7,674
Apprenticeship	39,399	45,292	2,927	22,091	25,018
TOTAL	90,974	104,690	14,126	143,599	157,724

Construction

The Construction sector provided about 36,400 jobs in Portland Metro in 2022. Forty-four percent required a registered apprenticeship or higher (16,000); 56% needed nothing more than a high school diploma (20,400).

Construction Employment Growth by Typical Educational Requirement, 2022-2032					
	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	12,365	13,509	1,144	10,437	11,580
High school diploma or equivalent	8,049	9,124	1,075	7,447	8,522
Apprenticeship	16,052	18,086	2,034	14,623	16,657
TOTAL	36,466	40,719	4,253	32,506	36,759

The sector is expected to add 4,200 jobs between 2022 and 2032. Another 32,600 jobs will become available as people retire or change careers. Approximately 16,600 of these will require a registered apprenticeship (45%), while 20,100

(55%) will require nothing more than a high school diploma.

Construction Target Occupation Employment Growth by Typical Educational Requirement, 2022-2032

	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	11,707	12,859	1,152	9,941	11,093
High school diploma or equivalent	7,925	8,963	1,038	7,306	8,345
Apprenticeship	15,885	17,906	2,021	14,482	16,503
TOTAL	35,517	39,728	4,211	31,730	35,941

Healthcare and Social Assistance

This sector provided nearly 88,200 jobs in Portland Metro in 2022. Thirty-eight percent required a Bachelor's degree or higher (33,800); more than one-third needed nothing more than a high school diploma (30,100).

Health Care and Social Assistance Employment Growth by Typical Educational Requirements, 2022-2032

	2022	2032	Growth Openings	Replacement Openings	Total
Less than high school	1,293	1,362	68	3,263	3,332
High school diploma or equivalent	28,880	37,498	8,618	44,648	53,266
Postsecondary training	19,373	22,293	2,920	23,720	26,641
Associate degree	4,841	5,481	640	3,399	4,038
Bachelor's degree	18,925	20,360	1,435	10,833	12,268
Master's degree	3,508	4,357	849	1,993	2,842
Doctoral or professional degree	11,429	12,383	954	3,575	4,529
TOTAL	88,250	103,734	15,484	91,432	106,916

The sector is expected to add 15,400 new jobs between 2022 and 2032. Another 91,400 jobs will become vacant as people retire or change careers. Employers will need to fill 106,900 job openings. Approximately 19,600 of these will require a Bachelor's degree or higher (18%), while 56,500 (53%) will require nothing more than a HS diploma.

Health Care and Social Assistance Target Occupation Employment Growth by Typical Educational Requirements, 2022-2032

	2022	2032	Growth Openings	Replacement Openings	Total
High school diploma or equivalent	39,073	40,911	1,838	41,174	43,012
Postsecondary training	23,362	25,015	1,652	27,363	29,016
Associate degree	3,855	4,261	406	2,549	2,955
TOTAL	66,290	70,186	3,897	71,086	74,983

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.

In 2022, there were more people participating in the Portland Metro labor force than at any other time in history. Ninety-six percent of people in the labor force were employed. The remaining 4% were actively looking for work. On an annual basis, the regional rate of growth has outpaced the national rate of growth for 12 of the past 15 years.

2.5 B.

During the late 1990s, the birth rate dropped. Today, that means fewer people entering the labor force. There are 20% fewer people in their early to mid-20s in the labor force than in their mid- to late 20s. The labor force participation rate is lower for this age group as people go to college or participate in training. As fewer young people are entering the labor force, more older workers are leaving. The pandemic accelerated the retirement rate, as many workers who were able to retire stopped working. Those workers aren't coming back. The national labor force participation rate for workers 65 and over who do not have a disability dropped in 2020 and remains below pre-pandemic levels.

Regional Skill Supply – A strong, vibrant economy requires a skilled workforce. Rapid technological advancements demand increasingly higher skills, requiring training and education beyond high school. Educational attainment in the region is higher than the national average. Forty-seven percent of adults 25 years and older in the region have a Bachelor's or advanced degree, compared to 33% nationally. Rates of educational attainment increased during the early part of the century when the region was attracting a steady stream of educated workers. However, in recent years, rates of educational attainment have been stagnant. The region's higher-education landscape contains more than 35 institutions, including five community colleges and an array of private and public institutions.

High school graduation rates continue to climb; more than 83% of the students in Portland Metro graduate in four years. Although the graduation rate has increased significantly for Black and Hispanic students, they continue to graduate at significantly lower rates than their white peers. Nevertheless, nearly 2,000 students dropped out of high school in 2022, and fewer than 40% of regional 11th-graders are proficient in math. The pandemic exacerbated existing disparities.

During the pandemic, high school and college classes shifted online. Enrollment at colleges and universities across the region decreased in fall 2020. Community colleges were hardest hit, with enrollment declining 23% in Oregon and 19% in Washington from fall 2019. In the Portland-Vancouver area, enrollment in community colleges fell between 17% and 29%. Together, there were more than 14,500 fewer students enrolled in those community colleges in 2020 than in 2019. Although enrollment has recently increased, it has not returned to pre-pandemic levels.

An additional 18,200 workers in the region work full-time, year-round, but are living below the poverty level. Many lower-paying jobs were lost; new growth has primarily been in areas that require higher levels of education and training.

Socio-Economic Challenges – Reducing poverty is a moral and economic imperative essential to the region's health and livability. A person born into poverty is much more likely to earn less as an adult, and more likely to become involved with the justice system, experience poor health, and require more public assistance. Services provided by the workforce development system are an effective strategy in the fight to reduce poverty.

Ensuring that the area workforce is prepared for and has access to jobs that pay wages sufficient to meet their basic needs remains one of the most overwhelming challenges for the Portland Metro region. More than one-fifth of households in Multnomah and Washington counties do not meet the [Self-Sufficiency Standard](#). An estimated 50,500 people remain unemployed, and thousands more work full-time but do not make ends meet.

Rent continues to soar across the region. Far too many residents are being forced to move further away from job centers and, in extreme cases, find themselves without housing. Renter-occupied households are significantly less likely to meet the Self-Sufficiency Standard compared to homeowners. An estimated 6,000 people sleep on the streets or in shelters across the area. More than 500 customers in the regional workforce system indicated they were unhoused.

2.5 C.

Education – A lack of education can be a significant barrier to employment. Seven percent of Portland Metro's population age 25 years and older lack a high school diploma (75,500 people), and another 173,272 do not have education beyond high school. For those who are in the labor force (138,700), 11,167 (8%) can't find work. During the first two decades of the 21st Century, the area was competitive in educational attainment. In-migrants with a Bachelor's or advanced degree outpaced those with less educational attainment. In 2016, the percentage of adults 25 years and older with a Bachelor's degree or higher in the area was significantly higher than the national rate; by 2020, the gap had

nearly closed. Today, the trends are reversing, with more educated adults leaving the region and fewer moving here.

Language – Most jobs in the region require the ability to speak English. Although most residents in the area speak English, about 13% of those aged 5 years and older, or 104,300 people, say they speak English less than “very well.”

Disability – Having a disability also constitutes a barrier to employment. Approximately 65,682 Portland Metro residents ages 18-64 indicated they had a disability. Nationally, the unemployment rate for people with a disability was 7% in 2022, about four percentage points higher than the rate for people without a disability. In Oregon, about 26% of people with disabilities age 16 and older were employed versus 66% of people with no disability.

Criminal History – A criminal history can also be a barrier to employment. There are no administrative counts or survey estimates of the number of ex-offenders in the region. A national study by the Rand Corporation found that as many as one in three American adults have been arrested at some point in their lives. More than half of unemployed men have criminal records.

Childcare – Single parents can experience difficulty holding down a job while caring for children full-time. There are more than 29,900 single-parent households with children under 18 in Portland Metro. Roughly 75% are single mothers; 25% are single fathers. Oregon State University identified Portland Metro as a childcare desert for children 0-2 years old. Availability was slightly better for children aged 3-5. In 2022, 38% of children aged 0-5 in Multnomah County and 33% of children aged 0-5 in Washington County had access to a regulated childcare slot. Finding childcare is even more challenging for families who rely on publicly funded childcare; 20% of children in Multnomah County and 12% of children in Washington County had access to a publicly funded slot. In the past year, the availability of childcare has increased across the state, due in part to public investment. In 2020, Multnomah County passed a ballot initiative guaranteeing free preschool for all children. The program is expected to increase the number of childcare spots available for children aged 3 and 4.

Veterans – Veterans also face barriers to employment. Studies cite the lack of preparation for finding a civilian job; unrealistic expectations surrounding the kind of work and salary for which veterans qualify; unaddressed mental health issues; and difficulties adapting to civilian work culture as reasons. There are about 29,200 veterans aged 18-64 in Portland Metro, 22,594 of whom are in the labor force.

Youth – Young people traditionally have had more difficulty finding work compared to members of older age groups. An estimated 34,400 16-to-24-year-olds in the Portland-Vancouver region are neither in school nor working. Slightly more than half (52%) live in Portland Metro. While the tight labor market may create additional opportunities for youth, many of the jobs in high demand require higher levels of education.

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.

2.7 A.

Worksystems is committed to ensuring that underserved populations have access to resources and training that will allow them to succeed in the labor force. We remain focused on building partnerships and strategies to most effectively serve the following target populations:

- Low-income persons
- People with low basic skills
- People with prior justice-system involvement
- People with disabilities
- English-language learners
- Homeless persons
- Public housing residents
- People of color

- Veterans
- Public assistance recipients (SNAP, TANF)
- Youth disconnected from school or work

Target Population Focus of Aligned Partner Network – The Aligned Partner Network’s (APN) Career Coaches have skills, knowledge, and expertise in working with low-income communities. The specific populations served by this network include English-language learners, communities of color, those returning from incarceration, immigrants and refugees, homeless and housing insecure, and people without a high school diploma. Services and placements are tailored to address the unique barriers faced by each customer. Within the framework of the regional homelessness crisis, service providers have been highly successful in addressing the historic under-representation of women and people of color in pathways such as truck driving, construction, peer support, and other low-barrier, high-demand jobs.

A Home for Everyone Targets Homeless and People of Color – The A Home for Everyone (AHFE) EOP program provides coaching capacity for more than 240 customers annually, all of whom are homeless or housing-insecure at the time of enrollment. There are four funded elements of this initiative: career coaching; capacity at a WorkSource Portland Metro Express service center; training funds set aside for target populations; and funding for eviction prevention and housing placement services. The career-coaching network features service providers with expertise in culturally-specific and culturally-responsive services and services for youth, many of whom receive public benefits at the time of enrollment. This initiative increased the funding for culturally-specific providers during the last plan period and brought new providers into the EOP network. All service providers in the network share employment and housing outcome targets.

Worksystems’ Justice, Equity, Diversity, and Inclusion Plan – In Program Year 2022, Worksystems completed and launched a formal [Justice, Equity, Diversity, and Inclusion Plan](#). The plan provides a critical overarching framework to ensure that our work is always centered in equity. Our initial focus has been on our internal culture and practices. In Program Year 2023, we have begun working with our partners to examine service delivery and accessibility in the public workforce system using this equity framework.

Youth Programming

Worksystems’ youth programming is designed to prepare youth, particularly low-income youth, opportunity youth, and youth of color, to successfully transition into the workforce. The NextGen program engages culturally competent community organizations and alternative schools to recruit targeted youth populations for long-term services driven by a career plan. We have adopted a local policy to support youth who require additional assistance and/or who are basic skills deficient. Please refer to Attachment 2.6A – Eligibility-Requires Additional Assistance Definition RPS 2021-07-01; and Attachment 2.6A.2 – Basic Skills Deficient RPS 2021-07-01, for the policy.

2.6 B.

Local investments will be focused on outreach, career coaching, occupational training, and placement into sectors that have pathways to quality jobs and open doors for priority populations. The local investment strategy will include a) a focus on target sectors that have low barriers to entry for the populations we serve, and high projected employment growth for quality jobs; b) investments made into wraparound support services to address barriers to progress, such as gaps in housing and childcare; and c) a focus on sectors and occupations where public investments are made with the expectation that historically underserved communities are central to the workforces driven by those investments.

Investments will be made to build on the strengths and expertise of service-providing capacity within our community and service-delivery system. In general, culturally specific outreach and career coaching will be provided through community-based organizations that are trusted by and part of the communities they serve. Occupational training and work-based learning will be provided through WorkSource and its affiliate organizations (such as ETPL training providers and direct-hire training programs), and housing and childcare services will be provided through hubs that have expertise in those areas. Benefits Navigators will provide referral services to job seekers across the system.

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 a number of 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

The following partners either participate directly in the delivery of services offered through WorkSource Portland Metro Centers or are part of a growing array of community-based and public agency partners who are integrally connected to the public workforce system:

- APANO
- Beaverton School District
- Carpe Mundi
- Centennial High School
- Central City Concern
- Centro Cultural
- Child Care Resource & Referral
- Community Action
- Constructing Hope
- The Contingent
- Division Midway Alliance
- Domestic Violence Resource Center
- Early Learning Kingdom
- Easterseals
- El Programa Hispano Católico
- Equitable Giving Circle
- Experience Works
- Friends of Baseball
- Friends of Noise
- Future Connect – PCC
- Girls Build
- Gresham-Barlow School District
- Harking House
- HSC Youth Empowerment Project
- Hillsboro School District
- Home Forward
- HomePlate Youth Services
- Housing Authority of Washington County
- I Am M.O.R.E.
- Immigrant and Refugee Community Organization
- Impact NW
- Interstate Trucking Academy
- Inverness Jail
- Job Corps
- Labor's Community Service Agency
- Latino Network

- Metropolitan Alliance for Workforce Equity
- Metropolitan Family Services
- Mt Scott Learning Center
- Mt Hood Community College
- Multnomah County Dept. of Community Justice
- My Voice Music
- Native American Youth and Family Center
- Neighborhood House
- New Avenues for Youth
- Oregon Commission for the Blind
- Oregon Dept. of Human Services – TANF and SNAP
- Oregon Employment Dept.
- Oregon Human Development Corporation
- Oregon Tradeswomen
- Our 42nd Avenue NPI
- Our Just Future
- Outside In
- Play Grow Learn
- Portland Community College
- Portland Opportunities Industrial Council
- Portland Public Schools
- Portland Youth Builders
- Project Lemonade
- REAP Inc.
- Reynolds School District
- Rosewood Initiative
- Reach CDC
- SE Works
- Self-Enhancement Inc.
- Somalian American Council of Oregon (SACOO)
- Street Roots
- St. Andrew Nativity School
- Straightway Services
- Title II Adult Basic Education
- Transitions Projects
- The Urban League
- Unite Oregon Foundation
- Urban League
- Vocational Rehabilitation
- Washington County Dept. of Community Justice
- Washington County Jail
- Wood Village
- Wooden Fish
- Word is Bond
- Working Theory Farm
- YWCA

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

Worksystems’ primary strategy to align WorkSource Oregon and other workforce programs is the Aligned Partner Network (APN), a group of community-based organizations who provide culturally- and population-specific services in conjunction with WorkSource. Career Coaches in these organizations provide outreach and recruitment, enrollment, career planning, and coaching toward participants’ career goals. WorkSource works in alignment with these coaches, providing training scholarships; slots in direct-hire cohort trainings; paid internships; on-the-job trainings (OJTs); and housing, childcare, and employment placement services.

The APN includes 39 community-based organizations, is staffed by over 100 career coaches located at those organizations, and serves more than 4,500 job seekers annually. Populations include people in the homeless continuum of care, people in publicly supported housing, people with justice-system involvement, immigrants and refugees, SNAP recipients, and communities of color.

Within our community-based network, Worksystems supports the provision of expert career coaching that is aligned with WorkSource by incorporating a best-practice model called Career Mapping; providing ongoing training in services such as scholarships and OJTs; providing training in career pathways such as Construction and Manufacturing; and staffing WorkSource Liaisons who support the connections between career coaching partners and the programs and services of WorkSource.

Through this network, Worksystems is launching new programming in the areas of Clean Energy and Early Childhood Education to support the workforce needs of major new local public investments including the Portland Clean Energy Fund and the Preschool for All initiative.

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

Worksystems contracts with Mt. Hood Community College (MHCC) and Portland Community College (PCC) to deliver WIOA-funded services at three WorkSource Centers. Center services delivered by college staff include career planning, work readiness training, academic skill development, workshop facilitation, job retention, and other support services.

The WorkSource Beaverton/Hillsboro Center is located at PCC's Willow Creek Center, which is accessible by transit, and offers space for training and events connected to WorkSource. The WorkSource Gresham Center is located in east Multnomah County at the Rockwood Rising complex, which includes public housing, a childcare center, one-stop services, and the Oregon Tradeswomen pre-apprenticeship training program. WorkSource Tigard is located in eastern Washington County and is accessible by transit.

Our primary framework for developing Essential Employability Skills is Talent Link. Talent Link uses the National Career Readiness Certificate and other tools to create a framework shared by WorkSource partners and employers that strengthens our ability to prepare job seekers and meet employers' workforce needs.

Career and Technical Education is provided through two primary strategies including a) the issuance of training scholarships (Individual Training Accounts) to pay for training through our curated menu of programs (Eligible Training Provider List); and b) direct-hire training programs, which are partnerships with employers who advise us on the knowledge, skills, abilities, and certifications (KSAs) needed in their workforce and who interview and hire graduates from programs we develop.

Our scholarships are focused on our target sectors. To meet the high demand for occupational training in these areas, Worksystems partners with the City of Portland, Multnomah County, and Washington County to co-fund trainings offered through WorkSource. Additionally, we have developed direct-hire training programs in the areas of banking, medical clerical occupations, utility customer service, software customer service, residential recycling and waste removal, behavioral health, and semiconductor fabrication. Hundreds of job seekers complete these programs annually, which have the advantage of employer engagement in the design and implementation of the training and employers directly hiring program graduates.

Our effort in establishing a target sector in Clean Energy and a focus on Early Childhood Education (ECE) during this plan period will include mapping postsecondary occupational training pathways, training career coaches in these fields, and updating the scholarship and direct-hire training options to develop the workforce entering into these sectors.

We have partnerships with early learning programs at PCC, Pacific University, and Portland State University, and are pursuing a similar relationship with MHCC to provide paid internships for students in their ECE programs. These provide work-based learning opportunities and early connections between the students and employers.

Worksystems closely coordinates with secondary high school and alternative programs. Of the six NextGen youth service providers, four are programs housed within school districts and are licensed alternative high schools. Within Portland Public Schools (PPS) alternative school network, we contract with Portland OIC Rosemary Anderson High School and Portland YouthBuilders. Portland OIC Rosemary Anderson serves as an alternative high school/GED program for the five East Multnomah County school districts. PCC has both high school completion and GED programming for all districts within Multnomah County.

In Washington County, we contract with PCC which has both high school completion and GED programming. Our southern Washington County provider, Impact NW, is the primary youth service agency for the Tigard-Tualatin School District's HUB Academy, which provides secondary education services to youth who have been expelled from their local high school.

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

The local Board is required to determine whether applications to provide adult education and literacy programs under Title II are consistent with the local plan, and makes recommendations to the Title II agency to promote alignment with the plan. Our vision for alignment of Title II activities within the one-stop delivery system is that low-skilled adults have access to Title II-supported skill-building activities (reading, math, English language) at WorkSource Centers, which prepare them for advanced education and training opportunities leading to industry credentials and/or employment. Worksystems will work with HECC and local providers of Title II adult education to promote alignment through adoption of the following strategies: concurrent enrollment; prioritization of WorkSource customers in Title II-funded programs; delivery of applicable career services at one-stop centers, including outreach, intake, and assessment for Title II programs; delivery of some Title II services at WorkSource Centers; co-development and co-funding of innovative service delivery strategies that might include industry- and/or workplace-contextualized basic literacy and ESL offerings; accelerated basic skill offerings; and concurrent basic skill/occupational skill training.

Title II programming is included in the region's Infrastructure Finance Agreement, and referral processes are in place between WorkSource and the Title II programs.

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.

Leveraged funding is integral to maintaining the scale and impact of our services and to the implementation of this workforce development plan. Funding beyond WIOA Title I and state general funds includes:

- Banking Employer Contributions
- City of Portland American Rescue Plan Act (ARPA) Funds
- City of Portland Clean Energy Funds
- City of Portland General Funds
- City of Portland Community Development Block Grant (CDBG) Funds
- City of Portland Community Opportunities Enhancements Program (COEP) Funds
- Dept. of Agriculture SNAP 50/50 Funds
- Dept. of Labor Dislocated Worker Grant Funds
- Healthcare Employer Contributions
- Home Forward Funds
- JP Morgan Chase Foundation Funds
- Metro Regional Government Construction Workforce Funds
- Multnomah County Dept. of Community Justice Funds
- Multnomah County General Funds
- Multnomah County Joint Office of Homeless Services Funds
- Multnomah County Preschool for All Funds
- Prosper Portland Construction Workforce Funds
- TriMet Construction Workforce Funds
- Washington County ARPA Funds
- Washington County CDBG Funds

- Washington County Department of Community Corrections Funds
- Washington County General Funds

3.5 B.

These leveraged funds greatly increase the scale of our workforce development system and are deployed to make the following impacts:

- Community-based career coaching that’s aligned with WorkSource (see 3.2, *Aligned Partner Network*, above.) Populations served include people of color, people in poverty, people in the homeless continuum of care, public housing residents, immigrants and refugees, and people with justice-system involvement.
- Sector Leads in the areas of Clean Energy and Early Childhood Education who pursue relationships with sector employers who hire from our training programs, analyze and develop training pathways for entry into sector jobs, and establish training and communities of practice to enable our network of career coaches to provide expert coaching into Clean Energy and Early Childhood Education careers.
- Scholarships for occupational trainings, direct-hire training programs, paid internships, and On-the-Job-Trainings implemented through WorkSource.
- Pre-apprenticeship training, support services such as tools for apprentices, retention, and other programming to increase diversity in construction occupations.
- Wraparound support services including childcare for parents in poverty with young children, and housing assistance in the form of eviction prevention, and housing placement.
- WorkSource “Express” locations including the Washington County Jail, Inverness Jail, and Central City Concern.

3.5 C.

Worksystems has an internal resource development team that seeks out funding opportunities and writes grant applications. This approach enables us to authentically communicate deep knowledge and understanding of emergent workforce issues and showcase our network of providers and programmatic best practices. Beyond our work pursuing competitive grants, we are a close partner to many local government agencies and are regularly called on and provided funding to implement workforce solutions in areas ranging from addressing the homelessness crisis to diversifying the trades.

The SNAP 50/50 program is an important aspect of our strategy worth calling out, and by now generates approximately \$3M per year that we invest back into the community. Furthermore, our most recent new funding sources -- including the Portland Clean Energy Fund and Preschool for All -- are non-federal in origin and eligible to be part of the SNAP 50/50 program in the future.

We have a longstanding awareness that WIOA formula funds are insufficient to meet community needs or our aspirations to pursue transformational workforce development initiatives. More than 75% of our budget is comprised of nonformula funding.

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. Include 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. Include 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.

Worksystems has identified Healthcare & Social Assistance, Advanced Manufacturing, Clean Energy, and Construction as our region's target sectors for this plan period, based on their overall employment in the region, growth projections, wages, and career pathway opportunities. We are currently convening sector partnerships in Healthcare, Tech, Advanced Manufacturing, and Construction. We will also launch a spotlight focus on Early Childhood Education (under the Healthcare & Social Assistance umbrella) during this plan period. This effort will support the local Preschool for All (P4A) initiative and convene P4A worksites to help coordinate and invest in their training and employment needs.

Worksystems has used elements of the next generation sector partnership model in all of our sector convenings, and will continue to adjust our approach to sector partnerships based on the needs of businesses and partners. For Advanced Manufacturing, for example, we have partnered with our other regional Boards (the Columbia-Willamette Workforce Collaborative, or CWWC), to apply the next generation sector model and build lessons learned to potentially apply to our other target sector strategies.

The rationale for each active sector is grounded in our comprehensive labor market data analysis (above) and our history and experience utilizing a sector strategy approach as best practice (primarily based on the [Department of Labor's](#) time-tested approach). Some recent outcomes include: doubling the number of diverse pre-apprentices funded in the region to enter into skilled trades careers; addressing jobsite culture in the Construction industry; building a monthly regional WorkSource skilled-trades apprenticeship workshop; launching a short-term semiconductor training program with Intel, focused on diverse communities; convening Oregon Measure 110 behavioral healthcare employers to address critical and growing training and employment needs; and exploring a strategy to respond to and address the updated Certified Nursing Assistance categories in Oregon. These efforts will align with industry consortia in many ways, including connections with the state-level industry panels for Tech, Manufacturing, and Healthcare; partnerships with our other area Boards; and ongoing and direct feedback from our employer partners.

3.6 B.

Worksystems will launch a new sector partnership in both Clean Energy and Early Childhood Education (ECE) within the timeframe of the local plan. Clean Energy is based primarily on supporting the training and employment demand associated with the Portland Clean Energy Fund's (PCEF) project investments in the area. We are aligning with the City of Portland's ongoing investment in this sector by coordinating industry and employer partners to develop forecasts and strategies to effectively invest in training and employment that directly serves the needs of the Clean Energy industry. We are using an approach that centers the industry's voice and builds out a table of additional partners, including local higher education institutions, jurisdictional leaders, labor, apprenticeship, and pre-apprenticeship to design and implement workforce investments that will support the success of PCEF and other clean energy investments expected over the next several years.

The focus of the forthcoming ECE sector partnership is to support the growing workforce needs associated with the local voter-approved Preschool for All (P4A) initiative, and to align with other regional and state interests in addressing the need for high-quality childcare. With funding from P4A, Worksystems will hire a full-time sector lead who will work with regional industry leaders and other stakeholders to convene and develop an ECE workforce plan for the region. This position is funded by Multnomah County to support its P4A providers and our P4A workforce program enrollees. This effort will align regionally with the priorities of our partner workforce boards in the CWWC and connect with the statewide effort to coordinate around ECE.

3.6 C.

N/A. All our sector work takes a sector partnership approach couched in national best practices such as next generation.

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

Staff from Worksystems and our partners in the CWWC are assigned to each of the four target sectors. These leads, in addition to convening industry panels and overseeing workforce plan implementation, are charged with reaching out to the business community to identify employer-specific workforce issues and offer a wide range of potential solutions (rooted in public workforce system engagement). These solutions could include customized training cohorts of new workers, incumbent worker training (where funds are available), access to on-the-job training funds, custom recruitment events, connections to our career-coach network, and connecting to WorkSource and other services.

A multi-phased approach, which integrates elements of the NextGen sector partnership model, is used to engage industry for each target sector. Staff gather local industry intelligence and key data, convene business partners to analyze industry-identified workforce needs and opportunities, engage industry representatives, and convene other partners to develop comprehensive strategies to address those needs. After strategies have been developed, industry panels continue in an advisory role as plans are implemented. Outcomes are monitored and evaluated throughout the process. Below are brief descriptions of our key strategies and services; the prior response also includes descriptions of these strategies specific to the Clean Energy and Early Childhood Education sectors.

Tech – Worksystems and CWWC will sunset our focus on Tech this plan period. Based on our analysis of labor market data and local quality job opportunities in this sector (as described in section above), we will not be focusing on Tech as a target sector.

Construction – Through the Construction industry panel, Worksystems is engaging with employers and trade associations to gather feedback and input to update the regional Construction Workforce Plan. The revised plan will be completed by May 2024. Additionally, we will continue to work with industry partners to manage training and employment investments that support BOLI-registered pre-apprenticeship and apprenticeship opportunities. This effort has been supported by a regional Construction Career Pathways Funder Collaborative, which helps regional workforce needs take a collective impact approach. This work will continue during this plan period, and will work to grow in membership and resource development to meet the needs of upcoming public capital projects in the region (estimated at over \$14.5 billion over the next five years).

Healthcare – The Healthcare industry panel convenes quarterly and has been active since 2012. It includes the five major hospital systems in our area, as well as community clinics, long-term care facilities, healthcare educators, and healthcare associations from throughout the Portland metro region. Employer partners drive the healthcare initiatives with supportive data from local economic development partners. Recent activities include:

- Convening Behavioral Health employers, educators, and associations to design, develop and implement a Peer Support Specialist training program. Training is scheduled to start in the first quarter of 2024.
- In conjunction with the CWWC, developing a Resource Library that will be accessible to all Healthcare professionals as a way to share information and best practices.
- Supporting educators who are developing programs that will introduce young people to Healthcare and the many occupations that are available with short-term training and good career pathways.
- Revisiting Nursing Assistant training programs now that the laws and certification requirements are changing, and convening employers to see what they are doing to train CNA1s and how they are incorporating the new Nursing Assistant into their organizations.
- Discussions with employers regarding the 2024-2027 Strategic Plan. Focus on employment, training, retention, and getting youth into the Healthcare pipeline.

Advanced Manufacturing - Advanced Manufacturing is a primary focus within the regional manufacturing industry, even more so since the recent passage of the federal CHIPS Act. We are piloting and will continue to implement the Next Generation Sector Partnership model for Advanced Manufacturing. This innovative model convenes a table for industry stakeholders to lead discussions and allows industry to set their own agenda, while we – along with other supporting entities – operate from the periphery, providing support for industry’s initiatives. Supporting stakeholders such as Portland Community College, Mt. Hood Community College, Portland Public Schools, Oregon Manufacturing Innovation Center (OMIC), the State of Oregon, economic development agencies, Prosper Portland, Greater Portland Inc., the Port of Portland, workforce boards, Chambers of Commerce, and more are participating. By utilizing our supporting teams in this collaborative framework, we efficiently identify in-demand industries and occupations, tailoring our responses and braiding funding sources to meet the specific needs of industry.

Our deployment of customized training programs has been an essential component for engaging with both small and large employers in the sector. We developed the Quick Start program to help people rapidly transition to careers in semiconductor fabrication, while collaborating with semiconductor manufacturers in the area who are looking to bolster their workforces.

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

All sector partnerships involve extensive collaboration with WorkSource Oregon/Oregon Employment Department to recruit participants for training opportunities and place graduates in available positions. Each sector partnership has a strong focus on equity and works to cultivate employment opportunities for people of color, women, and underemployed and low-income individuals, as well as promoting sector occupations and pathways in the K-12 system to attract youth and build the workforce pipeline.

In the Portland Metro Area, Worksystems is supporting a new monthly Skilled Trades Apprenticeship workshop. The workshop was directly informed by industry partners in Construction, and prepares participants to apply for registered apprenticeships. We are working to ensure that WorkSource customers directly benefit from the business relationships developed by Regional Business Services (RBS) staff, and that target-population job seekers and training graduates are prioritized for employment opportunities. We will use the WorkReady certification to connect customers to business opportunities through on-the-job training, individual training accounts (ITAs), and other resources to assist customers in connecting to quality jobs in the region.

Through local funding from the City of Portland, and Multnomah and Washington counties, Worksystems is working with local pre-apprenticeship programs to train more than 300 pre-apprentices and connect them with careers in registered apprenticeships. This will help create a skilled and vetted pipeline to support the hiring needs of the local construction industry.

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

Worksystems has a well-established relationship with local economic development agencies, including Prosper Portland, Greater Portland Inc. (GPI), the Westside Economic Alliance, and the East Metro Economic Alliance. We regularly connect with Prosper Portland to coordinate on local business and industry workforce needs, and are the point of contact for workforce services and labor force information to support regional recruitment. Prosper Portland is also a critical partner in the promotion of entrepreneurial skills training and microenterprise services,

specifically their longstanding Inclusive Business Resource Network. We also serve on GPI's Comprehensive Economic Development Strategy Committee. Prosper Portland co-funds \$3.3 million in workforce development programming annually with us to address the goals of their Neighborhood Prosperity Initiative. These services are aimed at serving disadvantaged adult and youth populations.

Worksystems also convenes a bi-state Research and Analysis Committee that has membership from education, workforce, economic and community development partners, to align data gathering and analysis efforts and share information across organizations in support of common goals. Worksystems is also connected with regional economic development groups in the City of Gresham, Washington County, and other local jurisdictions to coordinate the implementation of our Quality Jobs framework with local businesses. We are collaborating with Prosper Portland's existing "Portland means Progress" initiative to align these goals with their support for small businesses to achieve better job quality in the region.

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
Worksystems and WorkSource Portland Metro Centers maintain close ties and linkages to unemployment insurance (UI) programs. During the pandemic, Worksystems managed a bilingual UI support hotline to assist non-native English speakers in applying for UI and submitting their weekly claims. Bilingual staff on the hotline were supported by funds from the Oregon Employment Department. Worksystems coordinates Rapid Response activities in the local area and always has UI representation at Rapid Response information sessions.

All WorkSource Portland Metro Centers have direct UI phone lines, and staff are trained to answer basic UI questions and support UI customer access to the website for filing new and weekly claims. UI customers come to WorkSource to complete the Reemployment Services Eligibility Assessment (RESEA) and system registration. WorkSource also assists UI customers with ID Verification to reduce fraud in the UI program.

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
WIOA requires core programs to provide access to programming through the one-stop (WorkSource Portland Metro, or WSPM) system. We fully support this requirement and believe all programs will be strengthened by working more intentionally together. In Program Year 2021, we updated and executed the region's Memorandum of Understanding (MOU) with core programs that describes the delivery of services through the WSPM system.

Worksystems continues to build stronger ties to Vocational Rehabilitation and Adult Basic Education services in the WSPM system. Last year, more than 3,000 WSPM enrollees self-disclosed having a disability. Similarly, almost half of WSPM customers are basic-skills deficient. Title II and Vocational Rehabilitation staff regularly attend Center Leadership Team meetings to increase program collaboration and customer referrals.

In addition to building better connections with core programs, we intend to continue to expand our successful Aligned Partner Network (APN). The APN was designed to increase access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment. The program connects the public

workforce system and local agencies to provide a coordinated progression of services that help individuals move into career-track jobs. The model includes the following elements:

- Intensive Career Coaching – Provided by partner agencies and supported either through grants from Worksystems or leveraged staffing from partner agencies. Using a low staff person-to-participant ratio (approximately 1:30) allows staff to provide the intensive support and guidance that individuals with barriers need. They also provide supportive services for job training and job search to ensure consistent participation in program activities. Career coaches guide participants through their Career Plans, which use WorkSource services to achieve their goals.
- Career Mapping – A best practice developed by Worksystems and partners over a decade ago, this person-centered planning process helps individuals identify their skills and articulate their short- and long-term training and employment goals, the resources needed to achieve their goals, and the next steps and timeline. The Career Plan created through this process is updated regularly.
- WorkSource Liaisons – These individuals hold the model together. Charged with providing training and technical assistance to career coaches, they teach them to use the Career Mapping process and inform them about WSPM products and processes. Liaisons meet regularly with career coaches to review participant Career Plans, offer advice on next steps, and provide technical assistance.
- Specialized WorkSource Services – 50% of the region’s training funds are devoted to support individuals within the APN. We create specialized services designed to meet the needs of this population. One example is supporting the expansion of Portland Community College’s Community Legal & Educational Access & Referral (CLEAR) Clinic to Washington County. The CLEAR Clinic provides free legal services such as criminal record and eviction expungement, legal name and gender-marker changes, and general legal referrals. Prior justice system involvement can be a major barrier in securing employment, and the CLEAR Clinic helps customers overcome this barrier. The CLEAR Clinic is held once per month at WorkSource Beaverton-Hillsboro and is a critical service for WorkSource customers.
- Targeted Placement Services – In Program Year 2022, the Oregon Employment Dept.’s Regional Business Services team launched the Work Ready certification to validate job seekers’ work readiness and prioritize customers with this designation for job matching and referrals. All Title I WorkSource staff have been trained to certify a customer’s work readiness, and APN coaches will be trained by the end of 2024. We are also using the Work Ready process and designation for prioritizing on-the-job training opportunities for system customers.

Whenever possible, we pursue additional funding to support the needs of high-barriered populations. For instance, our Economic Opportunities Program (EOP), jointly funded with the City of Portland, operates under the APN model and serves low-income Portland residents. Through a network of seven different agencies, we provide intensive employment services to over 700 adults at any given time. The EOP model has expanded to include population-specific outreach and career-coaching support for customers experiencing houselessness through A Home for Everyone (AHFE), which is jointly funded by the City of Portland and Multnomah County’s Joint Office of Homeless Services. Additionally, we partner with the Department of Community Justice (DCJ) to support customers who are directly referred from their parole or probation officers with career-coaching services through DCJ EOP. We continue to receive funding from Home Forward and the Joint Office of Homeless Services to provide rent assistance to EOP participants who were experiencing houselessness or at risk of becoming homeless.

In Program Year 2021 we received a CAREER DWG grant from the Dept. of Labor to support childcare costs for customers participating in training. We combined this grant with another grant from JP Morgan to create the Occupational Training Child Care (OTCC) program. OTCC helps parents find a suitable childcare provider or pays for their existing childcare costs while they’re pursuing training and searching for a job. This program increases access to training and job success by addressing childcare needs until the customer finishes training, finds employment, and has sufficient resources to resume paying for childcare on their own.

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
Worksystems is a long-standing proponent of career pathways as a means to help people secure marketable credentials or post-secondary education and achieve family supporting employment. We look forward to helping strengthen our current efforts and exploring new ways to evolve and expand the model.

Worksystems develops and coordinates a variety of training programs that prepare participants for entry-level positions at the start of a career pathway. Our focus is on developing accessible programs that quickly move people into jobs with partnering employers. Once hired, they can then access employer-paid training to advance their careers. In Program Year 2022 Worksystems, Portland Community College, WorkSource, Intel, and the City of Hillsboro launched the Quick Start to Semiconductor training program with a Strategic Innovation Grant from the State of Oregon. The two-week training prepares women and people of color for entry-level jobs at Intel and other semiconductor manufacturers. For program graduates who want to continue their education in PCC's microelectronics program, the PCC Foundation will provide them with a \$1,000 scholarship. Once hired by Intel, program participants can receive company-paid education to increase their skills and move into higher-paying, higher-skilled positions.

In 2020, Worksystems updated CareersNW.org, a website designed to promote employment and training opportunities in our four target sectors. The update included integration of EMSI Career Coach, which provides real-time labor market information on occupations -- such as median wage, number of annual openings in the MSA, education requirements, and local training programs. We also added an interest assessment to the website for an in-depth exploration of users' top three traits, and then matches them with related industries and occupations for further exploration.

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
Automatic co-enrollment between Wagner-Peyser and WIOA Title 1-B programs ended in December 2023 in order to ensure that Title I eligibility was being conducted in compliance with WIOA. Many customers will still be co-enrolled in both programs, but it will occur at the point a specific service is needed from either Title I or Wagner-Peyser programs. WIOA funds serve as the foundation for providing basic and individualized career services, training services and workshops. Staff assess customer needs and career goals and if training is needed, will co-enroll customers in a variety of Local, State, and Dept. of Labor grants to support the customer's training and support service costs.

Additionally, Worksystems co-enrolls with our Aligned Partner Network (APN). Creating a common customer through co-enrollment allows our workforce system to maximize its expertise and our resources in delivering services to our customers. Our integration with Wagner-Peyser, WIOA, and community-based organizations through our APN has been our approach to creating a collaborative, common structure to solve specific social and economic problems.

The most important beneficiaries of this unified approach are our common customers. Co-enrollment and alignment of resources increases the customer's access to support that is available in the community. It engages them in activities that can lead to a higher level of self-sufficiency based on their individual needs and employment goals. Our shared customers have a team of experts advocating for them and guiding them through service delivery and support.

WSPM staff regularly enroll DHS-supported SNAP recipients in SNAP E&T programs. Worksystems coordinates closely with DHS to support this connection. DHS SNAP E&T Navigators have established regular office hours in WorkSource Centers and other community-based organizations to facilitate connection to SNAP E&T services and to support DHS customers in E&T programs. Title I providers work closely with OED to leverage training funds support service resources provided under their statewide SNAP E&T grant. In Program Year 2022, Worksystems and OED combined the training application process for SNAP customers to streamline access to training funds from both programs.

Worksystems' partnership with Oregon Dept. of Education's Early Learning Division, Oregon Dept. of Human Services, Self-Sufficiency, and Child Care Resource and Referral (CCR&R) continues to align workforce training and employment services with local resources for childcare services. This person-centered approach incorporates the necessary supports for households with dependent children who are living in poverty to a) access and succeed at completing occupational training; b) attain middle-wage employment; c) increase self-sufficiency, including food and housing security through higher incomes; and d) increase access to stable, quality early childhood development programs and Head Start. CCR&R staff will build relationships with the DHS Family Coach and bring knowledge and customer access to supports beyond ERDC. This helps shared customers navigate childcare needs in coordination with their career development actions, specifically enrolling in and completing occupational training and any required certification exams. Training completion and career-track employment attainment are greatly enhanced by this alignment of systems of care.

Additionally, Worksystems combined funding from CAREER DWG grant from the Dept. of Labor with a grant from JP Morgan Chase to create the Occupational Training Child Care (OTCC) program (see 3.11 above).

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

Worksystems' programs and partnerships always seek to improve access to activities leading to recognized postsecondary credentials. Worksystems contracts with the Portland Opportunities Industrialization Center, Oregon Tradeswomen, Constructing Hope, and Portland Youth Builders to provide BOLI-registered Pre-Apprenticeship Training Programs. Worksystems contracts with the Urban League of Portland and Central City Concern to conduct program outreach and career coaching related to these construction career pathways.

Worksystems' direct-hire programs always lead to an industry-recognized credential or certificate, as these programs are developed hand-in-hand with industry representatives who inform program design, learning content, and skill requirements. The CompTIA program leads to the A+ certification for computer support specialist occupations and is the first step to more advanced credentials for work in IT. The Driving Diversity program trains participants for residential garbage and recycling driver positions, and program graduates receive their CDL B license which is applicable in many other sectors. Our direct-hire programs include connection with a program-specific career coach who can address needs such as childcare, rent assistance, and emergency supports, increasing the likelihood of completion and success.

WorkSource-supported occupational skill training always leads to a postsecondary credential. Participants in occupational skill training and direct-hire training are recruited from APN organizations and benefit from the support of a career coach and services through career exploration, training completion, and employment placement. WorkSource also funds pre-requisite training for participants who need it before they can enter programs leading to a credential.

PCC is the Title I provider at two WorkSource Centers in Washington County, and recruits many program participants who are seeking postsecondary training support from their Opportunity Center, collocated with the WorkSource Beaverton-Hillsboro Center. Opportunity Center trainings are aligned with Worksystems' target sectors, provide sector-specific career exploration, and incorporate essential and basic skill building and a streamlined referral to the college's recruiting, admissions, and financial aid processes. The WorkSource Center also refers participants to the Opportunity Center to help them build confidence, increase skills, and create a plan to access college.

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
WorkSource provides a combination of training and employment services that prepare individuals to enter and advance in the labor market and include activities such as career counseling, occupational skill training, classroom training, and/or on-the-job training. Occupational skills training is one of the most effective tools we use to prepare job seekers for higher-wage employment opportunities.

WorkSource Portland Metro uses a Regional Eligible Training Provider List (RETPL) to provide information about training programs to help job seekers make informed decisions. The RETPL reflects training programs for high-growth occupations in the Portland Metro area. Worksystems uses the Oregon State ETPL as a starting point to populate the RETPL and refines the list to programs in Multnomah, Washington, and Clackamas counties that train individuals in occupations in target sectors in our region.

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
In WorkSource Portland Metro Centers, Oregon Employment Dept. and Title I staff provide services to SNAP E&T program participants, provide case management services, and meet with customers at least monthly to review their case plan, and provide job-search assistance and training services. Title I and OED SNAP E&T program staff coordinate training services regularly and leverage funding from both programs to support the common customer.

WorkSource Liaisons help facilitate connections to the public workforce system by providing ongoing training, coaching, and technical assistance to career coaches/case managers in the Aligned Partner Network (APN) and Economic Opportunity Programs (EOP). By providing these facilitated connections, the WSPM Liaisons increase and streamline access to training resources at the Centers for APN and EOP customers. The WorkSource Liaisons design and deliver monthly Career Coach Professional Development Sessions to enhance career-coaching skills and increase awareness of WorkSource services and processes. Additionally, they build case-management capacity by coaching case managers through the ITA/Scholarship process, identifying resources in the community and providing specialized referrals, and supporting with co-enrollment into Worksystems programs.

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 apprenticeships, and allied partners.

Essential Employability Skills (EES): 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, social diversity/awareness, and resilience. 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. NextGen Sector Partnerships are industry-driven, community-supported, and sustainable over time. NextGen 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 the 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.

There are many workforce development activities available for adults in the Portland Metro Area including On-the-Job Training, Subsidized Work Experience, Occupational Skill Training, Adult Basic Education, and Basic and Individualized Career Services. Wraparound supports such as rent assistance, childcare support, and cost-of-living stipends are also available to increase access and success with training and employment services.

The WorkSource Regional Business Services (RBS) Team provides job listing and recruitment services for businesses in the region and job placement connections for job seekers. The RBS Team holds a monthly “Bridges to Employment” meeting for all WorkSource staff and partners to share information about current recruitments, industry trends, and discuss individual job seeker fit and matches for particular listings.

In Program Year 2022, Worksystems developed a WorkSource Center dashboard to track services and customer demographics across our region’s five WorkSource Centers. The dashboard combines data from OED and Title I services in WorkSource. The following tables show Program Year 2022 service data pulled from I-Trac and iMatch databases.

Workshops and 1:1 Services		
Training Scholarship Workshop		670
NCRC Assessments		1344
Job Search Assistance Workshops		1651
Pre-Release Services	Inverness and Washington County Jail services	501
Career Exploration Workshop		214

Interpersonal Skills Workshop		127
Resume Workshop	State OED virtual workshop – local data not available	
Interview Workshop	State OED virtual workshop – local data not available	
1:1 Career Services		52140
Training Services		
Training Starts	Number of ITA, WEX, OJT, PATP, and OED STEP Trainings	1373
Low-income in training		425
Homeless or housing-insecure in training		76
Justice-involved in training		106
Public Assistance recipient in training		421
People of color in training		487
Limited English in training		51
Veterans in training		17
Support Services		
Household Support	Utilities, car repair, etc.	93
Rent Assistance		63
Childcare Support		170
Job Support	Work clothes, tools, transportation, etc.	2438

Worksystems’ direct-hire training programs (section 3.3) and Aligned Partner Network program (section 3.11) all prioritize training, career coaching, and employment services for barriered populations.

4.1 B.

Services noted in section 4.1A all support the education and skill needs of the workforce and the needs of employers. Worksystems’ direct-hire training programs (section 3.3) are all focused on getting customers onto the first rung of the career ladder in target sectors. This reduces barriers to access as there are no pre-requisite education or skill requirements, and participants can enter courses with only a high school diploma or equivalent. Our direct-hire programs are all less than three months in duration, making it easier for adults to make the time to participate in training. Since these programs are developed in partnership with employers, participants are guaranteed they will obtain the required skills for the occupation and have rapid connections to jobs following training.

Training on our region’s ETPL, and funded through WorkSource via individual training scholarships, offers a wide array of options for customers at all education levels. WorkSource regularly supports supplemental training for individuals with four-year degrees or even higher levels of education.

One training-related challenge is that we cannot always support courses that align with a customer’s career objective due to the training not meeting the criteria to be added to our region’s ETPL. This is typically because the occupation is not in-demand in the local area and has limited annual openings. In these situations, WorkSource staff work with customers to help them understand why we cannot support a particular training, and provide guidance on occupations that are in-demand and other options for training.

Worksystems partners with population-specific and culturally specific CBOs that are trusted by and have deep connections to the communities they serve, including immigrants, refugees, people experiencing homelessness, people within the homeless continuum of care, people with justice-system involvement, public housing residents, communities of color, and people in poverty. Worksystems partners with Immigrant Refugee Community Organization (IRCO), Our Just Future (FKA Human Solutions), Central City Concern, Oregon Tradeswomen, Portland Opportunities Industrialization

Center (POIC), Latino Network, Constructing Hope, and SE Works to provide Career Coaching services for priority populations as part of the Economic Opportunity Program (EOP). These Career Coaching providers can support customers with services such as childcare, transportation, and work tools/clothes to increase participant access to training services and improve training outcomes, job placement, and retention.

All providers currently administer support services; however, current support service funding is not sufficient to meet all participant needs. Support service resources are limited and are often expended by mid-year. Additionally, customers experiencing multiple barriers require intensive wraparound supports before engaging in training and workforce activities. We work to address key barriers faced by priority populations in entering middle-income jobs in healthcare, manufacturing, and tech. Entry into these jobs requires completing training and earning necessary credentials, which cost thousands of dollars and many weeks in courses. While we pay for the costs of training programs for people in poverty, other structural barriers to participation remain. Participants also face barriers related to housing, including eviction or homelessness, that greatly reduce success rates for training completion, job search, and job retention.

4.1 C.

While there are many resources and services available to job seekers in the region, there are not sufficient resources to meet current demand. Many services are also supported by a variety of grants, each with their own requirements and objectives that do not always align with the needs of the general public and make it difficult to support all customer needs. For example, Worksystems received a \$6.9M American Rescue Plan Act (ARPA) grant from the City of Portland in 2021 that supports subsidized work experience, tech-specific career coaching, and several direct-hire training programs. While this is significant funding, program eligibility requires that participants are either homeless or housing insecure, or at risk of experiencing violence in the community. The grant is also limited residents in the boundaries of the City of Portland, which excludes Washington County and East Multnomah County. While navigating various funding requirements is a challenge, Worksystems braids together sources of funding to support as many customers as possible.

In Program Year 2023 we have also seen an increase in customers seeking training services. As of December 2023, WorkSource Title I training budgets are close to being fully obligated. While we will receive other grants during the program year, we expect this trend to continue and will need more training resources to support the demand.

The Quick Start to Semiconductor program, launched in Program Year 2022, has received more than 1,000 applications for 150 slots during the last program year. In Program Year 2023 we have increased the number of classes available and have begun offering concurrent courses. Worksystems also received a Round II Workforce Ready grant in September 2023 that will support continuation of the program for two more years and expand it into Multnomah County. While the grant and class additions will increase the number of recently trained graduates, the trainee output is still not sufficient to meet the semiconductor industry's demand for workers in the two-county region.

4.1 D.

Direct-hire training programs developed by Worksystems in the areas of banking, medical clerical occupations, utility customer service, software customer service, residential recycling and waste removal drivers, and semiconductor fabrication have been successful in moving barriered populations into entry-level, quality jobs with career advancement opportunities. Worksystems' direct-hire training programs recruit through community-based career coaches and are focused on serving priority populations. These programs have been developed in close partnership with local employers seeking to hire workers from the public workforce system and diversify their workforce. The programs also feature extensive employer engagement; employer-led development of training curriculum and program design; employer engagement with program participants during training for industry exposure (mock interviews, class presentations, company tours, etc.); and employer commitments to interview participants following program completion. Training schedules are also aligned with projected hiring timelines of partner employers so participants can move into positions quickly.

In Program Year 2022, Worksystems piloted adding cost-of-living stipends to several direct-hire training programs. Participants can receive a \$1,000 training stipend for courses of less than a month in duration, and a \$2,500 stipend for

courses that are longer than a month. Stipends increase access by supporting a participant’s living expenses while in training, allowing more people to engage in these services. Combining a cost-of-living stipend with training has increased demand for training services, improved training retention and completion, and reduced support-service requests.

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.

The landscape for youth workforce services is broad and complex across the Portland Metro Region. There are over 15,107 Opportunity Youth¹, those who are not engaged in employment or school; 51,742 high school students²; and 55,604 attending local colleges and universities² with a high percentage falling into the youth age category.

Worksystems invests funds into the local community targeted at providing services to 16- to 24-year-old Opportunity Youth, many of whom may also experience other barriers* to accessing employment, training, and education. Our WIOA youth system, NextGen, is a network of local community-based organizations and a local community college that bring expertise and trauma-informed practices to recruit and support specific youth populations including houseless and housing insecure, LGBTQIA2+, BIPOC, and justice-involved young people.

NextGen programming emphasizes work-readiness training, leadership development, financial literacy, and work-based learning, primarily through work experience and pre-apprenticeship training, one-on-one coaching, and career-plan development. These are primary services to prepare and support young people in achieving entry into targeted sectors through employment and/or occupational/educational training. Youth receive up to three years of service to complete their plan and stabilize in their next step placement.

The NextGen model includes:

Intensive Career Coaching – Provided by each NextGen contractor using a low staff person-to-participant ratio (approximately 1:35), that allows staff to provide intensive support and guidance to youth with a variety of needs. Coaches also provide supportive services to ensure consistent participation in program activities and guide participants through their Career Plans, which utilize NextGen and WorkSource services to achieve their goals. Youth elements: comprehensive guidance and counseling, support services, and follow-up services.

Career Mapping – A best practice developed by Worksystems and partners over a decade ago, this person-centered planning process helps youth identify their skills and articulate short- and long-term education/training and employment goals, the resources needed to achieve their goals, and their next steps and timeline. The Career Plan created through this process is updated regularly throughout the course of their time in the program.

Essential Skills Development – Worksystems endorses the competencies of the Oregon Employability Skills (OES). The curriculum focuses on the 10 soft skills most valued by employers: adaptability, analysis/solution mindset, collaboration, communication, self-awareness, social/diversity awareness, empathy, digital fluency, entrepreneurial mindset, and resilience. Modules are taught prior to and during a work experience.

Work Experience – To access paid work experience, NextGen youth contractors refer participants to a centralized work experience coordinator who prepares, matches, and places youth at public and private employers year-round. In summer 2020, in response to input from stakeholders and local funders collected during facilitated listening sessions, we initiated a more decentralized model for administering work experiences. This helps ensure culturally relevant and competent services for youth from the broader community that have access to summer experiences funded by local

jurisdictions. A continuous improvement model that solicits feedback annually from key stakeholders, including youth, continues to inform modifications to the summer programming.

Leadership Development – Youth leadership development is a process that prepares a young person to meet the challenges of adolescence and adulthood and achieve their full potential. It is promoted through activities and experiences that help youth develop social, ethical, emotional, physical, and cognitive competencies. Leadership opportunities for youth are available and skills are developed through increasing levels of responsibility such as serving as a team or project lead, participating in youth forums, and speaking to adult stakeholders about youth issues.

Occupational Skills Training – A portion of funds for occupational skills training are available through WorkSource for use by WIOA youth. After completing career and occupational research, youth choose training programs off the RETPL.

Financial Literacy – Worksystems provides access for youth contractors to Everfi, an online financial literacy curriculum, for use in their programs.

The remaining youth elements – tutoring, alternative school services, adult mentoring, entrepreneurial skills training, and post-secondary preparation – are made available in-house at each youth contractor or sourced from other community resources. Three of our NextGen contractors operate alternative schools with one local community college providing high school diploma or GED completion instruction through ABE classes. Two youth contractors operate social enterprises that incorporate entrepreneurial training, and make slots available to other youth in the system.

4.2 B.

Local youth workforce development programs overseen by Worksystems play a crucial role in preparing youth and young adults with the skills and knowledge necessary to thrive in the workplace. We avail ourselves of local labor market information from targeted industry sectors in our region, allowing service providers to tailor career plans to prepare youth for the local job market. Focusing on the knowledge, skills, and abilities (KSA) needed by local businesses can provide youth with mentorship opportunities and connections that can contribute to their long-term career success.

A common challenge in equipping career coaches, as well as youth, is the potential mismatch between the skills taught and the rapidly evolving job market. Technological advancements and shifts in industry demands can outpace the development of training opportunities that are able to meet the evolving needs of local employers. Additionally, limited funding and resources constrain the effectiveness of our programs and hinder their capacity to reach a broader audience or offer more specialized training. Pandemic recovery funding has allowed for expansion and enhancement of services and training that will be difficult to sustain. One strategy we intend to implement to help overcome these constraints is strengthening our role as convener by formalizing a standing youth committee to include representatives of educational institutions, community-based providers, and local businesses. This will help ensure adaptability and relevance in the face of coming adjustments in resources due to the sunset of pandemic recovery-associated funds.

4.2 C.

The capacity to provide youth workforce development activities in a local area is contingent upon a coordinated approach that addresses both the educational and skill needs of the emergent workforce, and the specific requirements of local employers. Coordination with local K-12 systems, community colleges, service providers, and businesses will continue to provide an avenue to identify high-growth, high-demand occupations with self-sufficiency wages in order to create a pipeline of local talent with the KSAs to fill jobs. By understanding the economic landscape of the region, partners can tailor educational initiatives to equip young adults with the essential skills sought by employers.

Effective workforce development activities must rely on collaboration between educational institutions, government entities, local communities, and local businesses. By fostering partnerships with employers, programs can incorporate real-world insights and industry-specific training into their education and training. Internship opportunities, apprenticeships, and mentorship programs can bridge the gap between academic knowledge and practical skills, offering youth hands-on experience and exposure to the world of work and specific industries. This collaborative approach can not only ensure that youth are well-prepared for employment but also allows employers to actively shape the development of a skilled and adaptable workforce that meets their evolving needs.

4.2 D.

Youth need opportunities to learn workplace skills that can only come through real work experience. Missing out on early work experiences can have long-term negative effects on employment and lifetime earnings. The impact of the pandemic on our targeted populations of young people lingers. Despite the ease of finding employment after the pandemic, particularly in the retail and hospitality sectors, youth who disengaged prior to the pandemic, or became disengaged during the pandemic, are struggling with multiple issues impacting their ability to work or go to school. Mental health, substance abuse, and houselessness are being experienced at higher rates than before the pandemic.

We will continue to focus time and resources to support paid-work experiences to help young people develop the skills necessary to succeed in today's workplace. Youth learn new skills in a real work environment, connect with supportive adults, and build an employment history. We need to develop worksites that offer flexible work hours and schedules to help us engage youth who are struggling with post-pandemic challenges.

We offer year-round paid-work experiences for youth, although the highest concentration of participants is during the summer months in our SummerWorks program. SummerWorks is a long-running, successful summer youth employment program that serves a broad population of youth, many of whom are low-income. Referrals to the program come from high schools and community organizations across the region. In 2023, SummerWorks placed nearly 600 youth in jobs, and participants earned a collective \$2 million in wages with 83% successfully completing their work experience. About 40% of work experience opportunities are available during non-summer months and are targeted to NextGen-enrolled youth and other youth from referring agencies identified by city and county funders.

Using the successful Aligned Partner Network (APN) model described earlier, the youth work experience program has implemented a Community Referral Partner Network (CRP). Local community- and faith-based groups, high schools, and similar organizations have access to summer Learn & Earn and subsidized work experience opportunities. We have 45 partner organizations in our network to ensure that youth from marginalized and underrepresented communities have access to crucial age- and opportunity-appropriate developmental opportunities. The CRP is the first exposure for many youth to the public workforce system.

¹Source American Community Survey.

²Oregon Department of Education.

* Barriers (often intersecting barriers) may include those experiencing homelessness or housing instability, a low-income status, engaged or transitioning from foster care, holding a marginalized racial/ethnic identity, people with a disability, identifying as LGBTQIA2S+, engaged or transitioning from foster care, justice-involved, and/or experiencing other life circumstances that qualify youth for public assistance. Federal youth funding is targeted to serve youth who are not currently in school or working; commonly referred to as disconnected or opportunity youth.

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

Adult and dislocated worker employment and training activities described in Section 4.1A are available for a broad range of customers in the region. WIOA and local leveraged funding sources support career-coaching services from our network of community-based organization service providers. In WorkSource, WIOA funding serves as the foundation for service delivery, with funding from other sources supporting the majority of training costs. WIOA funding supports WorkSource Liaison services that provide Aligned Partner Network members with a facilitated connection to WorkSource services, technical assistance on a shared career coaching model, and professional development opportunities. WIOA funds also support staffing costs at our rent-assistance hubs that provide housing placement and rent assistance services for customers experiencing homelessness or who are housing insecure.

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

A. Describe how training services outlined in 20 CFR 682 will be provided through the use of 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.

WorkSource Portland Metro (WSPM) offers training scholarships to qualifying customers. Qualification is determined by the customer's training readiness, whether the occupation for which they are seeking training is on the Regional Eligible Training Provider List (RETPL), and funding source requirements. The qualification process becomes competitive when the number of applications meeting the minimum qualifications is greater than the grant dollars available. In such circumstances, the Priority of Service considerations guide decision making. The following procedures establish a consistent method for the consideration and disposition of Individual Training Accounts (ITAs).

Regional procedures address how WorkSource staff:

- Determine training readiness
- Assure a training grant is applied to occupational training programs listed on the Regional Eligible Training Provider List
- Apply Priority of Service

Participants who seek occupational skills training must complete the following prerequisite services:

1. WorkSource Registration
2. WorkSource Advising
 - a. Occupational Skills Training or Cohort Training Application (as appropriate)
 - b. Training Provider Research Worksheet
 - c. Saved Prosperity Planner Enrollment Budget

If it is determined that the participant is best served with an ITA, these additional requirements must be met:

- The training program must be on the Regional Eligible Training Provider List
- Participant meets the qualifications and prerequisites established by the training provider.
- WIOA funding for training is limited to participants who are unable to obtain grant assistance from other sources or require assistance beyond what is available from other sources. WSPM Centers must consider the availability of all sources of funds to pay for training costs, such as TANF funds, state training funds, and federal Pell Grants. In coordinating the use of the different funds, WSPM Centers may consider the full cost of participating in training services (using the Prosperity Planner budget), including living expenses, childcare, transportation, etc. The training funding package may consider the available resources to cover these costs and apply them accordingly to support engagement in training.
- If the training program is Pell-Grant eligible, the participant must apply for the Pell Grant. If awarded, the grant may be applied toward all Pell-eligible costs outlined in the training budget and may be coordinated with the approved WIOA funding. If the Pell Grant is applied to eligible costs and there are funds remaining, those excess funds must be applied to the WIOA-eligible costs, reducing the WIOA award. A plan must be in place to recapture training funds paid out and subsequently covered by a Pell Grant (not including the portion of the Pell Grant used to pay for eligible education-related expenses not covered by the ITA but necessary to successfully complete the training program).
- After completing training, the participant must complete and save the Prosperity Planner exit budget.

4.4 B.

WorkSource Portland Metro customers are given several resources that help them select the most appropriate training provider that meets their targeted employment and training goals. When customers complete a Scholarship Training Application, they are required to do their own labor-market research so that they are informed of the projected growth

in the industry or occupation that they have chosen. The participant completes the Prosperity Planner budget to ensure that their wages upon completion will meet their self-sufficiency wage needs. The participant will self-select at least two training providers from the Regional Eligible Training Provider List, and complete the Training Provider Research Worksheet which informs them of the requirements and costs associated with the training. Finally, the participant completes an informational interview with an employer who is hiring for occupations which require the credential they are seeking. The customer will then select the training provider that best meets their employment goals and is the most cost effective. This information is used during the ITA approval process and kept on file in the participants records.

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

Worksystems oversees the management of Rapid Response activities in the Portland Metro area. The Rapid Response team is made up of WorkSource staff who, upon notification of a layoff in the community, provide the following activities:

1. Immediate onsite contact with the employer of the affected workers.
2. Provision of information and access to unemployment compensation benefits, WorkSource services, the Oregon Health Insurance Marketplace, OED Regional Business Services Team placement assistance, and Trade Adjustment Assistance (if applicable).
3. Provision of guidance and/or financial assistance in establishing a labor management committee through Labor's Community Services Agency or a workforce transition committee.
4. Provision of emergency assistance to the particular closing, layoff, or disaster.
5. Provide assistance and application in obtaining access to state economic resources through a federal Dislocated Worker Grant.

Affected employees are routed to WorkSource to participate in services based on their individual employment needs and goals. At the request of businesses, the Rapid Response team may also provide other onsite services such as employment and training workshops, outplacement employment events, and services in languages other than English.

Services and layoff events are documented in the Oregon Rapid Response Activity Tracking System (ORRATS). The database allows Rapid Response staff to see each other's engagement with various businesses, track services, and share information with the State Dislocated Worker Unit.

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

As job seekers progress through basic services into more intensive services through WorkSource Portland Metro (WSPM), barriers to completion often present themselves. To address these, we provide support service opportunities to help remove these barriers. Support services are resources and financial assistance for job seekers who are enrolled in WorkSource. This assistance helps offset expenses necessary for a participant to engage in WorkSource activities or to retain employment. Support services may include state-issued IDs; bus tickets; childcare; clothing; tools; auto repair; auto insurance; relocation; rent assistance; utilities; medical, dental, and optical care; parking; personal care; professional memberships and licenses; and test preparation fees.

Community resources are the primary source for support service needs. Referrals are made to programs such as SNAP, housing resources, childcare support, Dress for Success, and other community-based social services. Additionally, all

WSPM Centers are designated as TriMet Low-Income Fare eligibility sites. Once an individual is deemed eligible, they receive a 70% fare reduction for a two-year period.

When partner resources are not available, WorkSource staff assess individual needs and availability of funds to determine if support services can be provided. Participants needing support services must complete these prerequisite activities:

- Registration with WorkSource
- WIOA enrollment and documentation
- Completion of a Prosperity Planner budget

In addition to these prerequisites, the service must be deemed necessary to enable the participant to engage in education, training, job search activities, or employment. When a participant does not have identification documentation to complete the registration process, support services are used if no other resources are available. All support services are tracked in the participant’s I-Trac record. When support services are paid directly to the participant, a signature that acknowledges receipt of the payment must be on file with the back-up payment documentation.

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

Center Location	WSO Center Type	Partners	Means of Service Availability
Beaverton/Hillsboro	Comprehensive	Title IB – PCC	Physically present
		Title II – PCC	Referral
		Title III – OED	Physically present
		Title IV – ODHS TANF JOBS	Physically present
		Vocational Rehabilitation	Referral
		Oregon Commission for the Blind	Physically present
		Easter Seals	Referral
		Portland Youth Builds	Referral
		Oregon Human Development Corp.	Referral
		Urban League	Physically present
		Community Action Org.	Physically present
		Job Corps	Physically present
Tigard	Affiliate	Title IB – PCC	Physically present
		Title II – PCC	Referral
		Title III – OED	Physically present
		Easter Seals - SCSEP	Physically present

		ODHS	Referral
		Vocational Rehabilitation	Referral
		Oregon Commission for the Blind	Referral
		Portland Youth Builders	Referral
		Oregon Human Development Corp.	Referral
		Community Action Org	Referral
		Job Corps	Referral
SE Portland	Affiliate	Title IB – PCC	Physically present
		Title III – OED	Physically present
		Title IV – Vocational Rehabilitation	Physically present
		Title IV – ODHS SSP	Physically present
		Title II – PCC	Referral process
		Portland Youth Builders	Referral process
		SCSEP – Easterseals	Referral process
		Job Corps	Referral process
NE Portland	Affiliate	Title IB – PCC	Physically present
		Title II – PCC	Referral
		Title III – OED	Physically present
		Title IV – ODHS SNAP	Physically present
		Job Corps	Referral
		Easterseals - SCSEP	Physically present
Gresham	Affiliate	Title IB – PCC	Physically present
		Title III – OED	Physically present
		Easterseals - SCSEP	Physically present
		Title IV – ODHS SSP	Physically present
Inverness Jail Express Center - Portland	Partner Site/Specialized	Title IB – SE Works	Physically present
		Title III - OED	Physically present
Downtown Portland Express Center	Partner Site/Specialized	Title IB – IRCO	Physically present
		Central City Concern	Physically present
Washington County Jail Express Center - Hillsboro	Partner Site/Specialized	Title IB – SE Works	Physically present
		Title III – OED	Physically present

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.

In January 2018 Worksystems selected the Oregon Manufacturing Extension Partnership (OMEP) to serve as our One-Stop Operator. OMEP is an expert in Lean consulting and continuous improvement methodologies. The Operator has supported process improvement work related to post-pandemic WorkSource Center reopening, facilitation and planning with Center leadership, and customer flow mapping after the December 2023 WIOA enrollment changes. OMEP also supports core program collaboration related to integrated service delivery, co-location, and customer referral.

4.8 B.

Since initially procuring for the One-Stop Operator services in 2018, Worksystems has been releasing an annual RFP prior to the beginning of each program year, as each year we had received a response only from OMEP. With each RFP, a

public announcement of the availability of the solicitation is made in a manner that reaches a broad range of potential respondents, including small, minority-, and women-owned businesses. The announcement includes a brief description of the purchase and directions to access the full solicitation. Posting on Worksystems' website meets the minimum public notice standard; however, additional outreach is done whenever feasible, including email notices to individuals and organizations that have expressed interest in Worksystems' procurement activities; and publishing in local newspapers (including the news agencies' websites) and community websites.

Until Program Year 2022, when we revised our procurement policy, our policy limited us to contracting with an organization via a one-year sole-source contract if we had only received one response to an RFP. With the revision, we are now able to contract with an entity after receiving just one qualifying RFP response. We plan to continue to contract with OMEP for Operator services until Program Year 2026, when we are required to procure for Operator services again per the minimum four-year procurement cycle outlined in the HECC One-Stop Operator Procurement Policy.

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

Worksystems first completed Center certification in 2017. As part of the Center certification process, Board staff complete Center reviews of WSO Standards Performance checklists for each comprehensive Center. The checklists document compliance with the WSO Operational Standards and WorkSource core talent-development activities. Core services are delivered by OED, Title I staff, and partner organizations.

During the pandemic, HECC waived the Center certification requirement for Program Year 2020, and Worksystems has not certified Centers since 2017. Worksystems will conduct Center certification for alignment with the revised WSO Standards released in June 2023 when we receive updated guidance from HECC on the Center certification process.

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

No

4.10 B.

Worksystems is convening Center Leadership Team meetings monthly at each Center with core program partners to develop and improve referral processes, share program updates, and ensure Centers provide services that are accessible and align with the needs of shared customers. Center Leadership Teams are reviewing changes to the WSO standards released in June 2023 and assessing where there may be gaps between current service delivery and what is outlined in the revised standards. Worksystems staff are working with Center Management Teams to address any service gaps for compliance with the WSO Standards at our comprehensive and affiliate Centers.

We are still in need of guidance and support from HECC on updated assessment and verification tools for the revised WSO standards.

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
Worksystems holds regional leadership team meetings, which include key management staff from Worksystems and the Oregon Employment Department (OED) to coordinate between Wagner-Peyser and WIOA. Center Leadership Teams are convened by Worksystems and involve staff from OED, WIOA Title 1-B, and other programs to ensure coordination and nonduplication of services. Worksystems also convenes WorkSource Management Team meetings that involve management from Worksystems, OED, WIOA Title 1-B, and others to manage the day-to-day Center operations and ensure there is a coordinated, regional approach to how services are offered through the WSPM system.

The One Stop Operator has a focus on organizing seamless services between funding streams, programs, and partners within WSPM and our Aligned Partner Network. During this four-year plan period, in consultation with OED and other partners, we will charge our One-Stop Operator with conducting an inventory and analysis of services provided through Wagner-Peyser for the purpose of promoting those services, ensuring seamless referral linkages to partners within the system, and flagging any situations where duplications or inefficiencies can be addressed.

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.
All WorkSource offices are ADA-accessible and have services, technology, and materials physically accessible at the Centers to assist participants with disabilities. Each year Centers must submit an ADA Checklist based on the ADA standards for accessible design to document Center compliance with ADA physical accessibility requirements.

4.12 B.
All WorkSource Centers, through integrated resources with partners, are able to access additional support resources such as sign language interpreters, classroom materials, and other materials needed to meet ADA programmatic accessibility of programs and services, as well as technology to assist participants with disabilities.

4.13 C.
The State of Oregon's Workday Learning platform has three trainings that have been offered for WorkSource staff through the Equity & Inclusion efforts: E & I Disability Awareness, Accessibility, Communication, and Customer Service; E & I Reasonable Accommodation for Customers; and E & I Service Animal and Emotional Support Animals in the Workplace. The OED Equity and Inclusion Office can tailor training to meet specific needs that WorkSource might identify. OED's Universal Access Coordinator also provides training and support.

In addition to training available through OED, Title I WorkSource providers offer their own internal staff training. For example, the Immigrant & Refugee Community Organization – the WorkSource provider at the North/Northeast office – conducts a Disability & Accessibility training series.

4.14 20 CFR 679.560(b)(5)(ii): Virtual/Remote Access

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.

4.13
Worksystems manages the MyWorkSource site, which provides WorkSource participants with virtual access to a variety of tools, including.

- Career Planning tools
- Skill enhancement and validation assessments
- Ability to sign up for upcoming workshops and information about upcoming events
- Information about training and education tools
- Online job search tools, including the ability to maintain a job search log to track and save applications
- Information relative to their engagement with WorkSource (My Portfolio), including a Career Plan, workshop attendance, and services received
- Secure messaging with career coach staff
- Locations (and maps) of nearby WorkSource Centers and links to partner service websites

Additionally, the Metrix e-learning system was launched and integrated into MyWorkSource in January 2021. Metrix gives WorkSource customers access to skill assessment tools to explore more than 200 in-demand occupations and related online courses. Metrix also offers certification training to prepare for popular industry certifications like Microsoft Office, Project Management, CompTIA, and others. Since launch, over 800 customers have accessed Metrix courses in the region, and the Oregon Workforce Partnership will roll out the program statewide in Program Year 2023.

Coming out of the pandemic, many customers are opting to receive services virtually as well. Customers frequently meet with staff and participate in workshops via Teams, Zoom, and other virtual meeting platforms. Customers are now able to enroll in WorkSource services and complete eligibility for Title I services using secure document uploads and e-signature tools, allowing program enrollment to be completely remote if needed.

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.

5.11 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.

5.11 – Local Board Membership

See Attachment 5.1.

5.12 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](#).

5.12 – Local Board Membership Policy

See Attachment 5.2.

5.3 ~~20-CFR-679.310(a)~~- Local Board Certification – REMOVED, NOT REQUIRED

~~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 – Equal Opportunity Officer

Kari Brenk
Compliance & Procurement Manager
Worksystems, Inc.
1618 SW 1st Avenue, Suite 450
Portland, OR 97201
kbrenk@worksystems.org

5.5 Local Board Documents (Oregon Requirement)

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

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

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

5.5 – Local Board Documents

See Attachment 5.5

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 – Responsible Entity for Grant Fund Disbursement

Worksystems

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.

Worksystems does not deliver direct services, but designs and coordinates workforce development programs and services delivered through a network of local partners to help people get the skills, training, and education they need to go to work or to advance in their careers.

Worksystems manages the competitive selection of service provision contractors to deliver WIOA Adult, Dislocated Worker, and Youth services in line with organization policy and procedures, and Federal law and regulations. Subrecipient agreements are developed to include a statement of work and related program policy. Worksystems staff oversee the subrecipient agreements and monitor service delivery and performance requirements.

Federal rules allow for certain subrecipient agreements to be entered into based on a set of established criteria. Worksystems uses a combination of negotiated procurement of subawards to fund the WorkSource Portland Metro system that serves adults and dislocated workers using WIOA Title 1 funding.

The WorkSource Portland Metro system is comprised of two service delivery elements:

- A team of community-based organizations that provide career services in the community through the Economic Opportunity Program, which is co-funded with local resources and WIOA Title I funds.
- Service provision contractors selected to provide services through the five WorkSource Centers (one-stop centers) located in the Portland Metro local area. The Center service provision contractors provide both career and training services to Center customers as well as referrals from the Economic Opportunity Program for training services.

Worksystems reviews and evaluates the requirements of the services that are to be provided through the WorkSource Portland Metro system, the current provision of services, employer needs, funder requirements, and the needs of the participants coming into the system; and determines when it is appropriate to develop an updated competitive process to select appropriate service provision subrecipients.

Both the Economic Opportunity Program and WorkSource Center services have been procured through a negotiated procurement. Both have also been awarded subgrants in line with Federal criteria. The Economic Opportunity Program is

currently being procured for contracts beginning July 1, 2024; the WorkSource Center services will be procured during Program Year 2024.

WIOA Youth services were last procured April 4, 2022, as required by WIOA rules. The procurement will support contracts through June 30, 2027.

5.7 B. – Organization Chart

Refer to Attachment 5.7 – Org Chart

5.7 C. – Contracted Organizations

WIOA Center Service Subrecipients

May be renewed based on procurement action or subaward decisions.

- Immigrant and Refugee Community Organization (IRCO)
- Mt. Hood Community College
- Portland Community College
- SE Works, Inc.

Economic Opportunity Program Subrecipients

New subrecipients will be selected through the January 2024 procurement process.

- Central City Concern
- Human Solutions
- Immigrant and Refugee Community Organization (IRCO)
- Latino Network
- Portland Opportunities Industrialization Center (POIC)
- SE Works, Inc.

WIOA Youth Services Subrecipients

May be renewed through June 30, 2027, based on the current procurement decisions.

- Impact Northwest
- Immigrant and Refugee Community Organization (IRCO)
- New Avenues for Youth
- Portland Opportunities Industrialization Center (POIC)
- Portland Community College
- Portland YouthBuilders

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 HECC Office of Community Colleges & Workforce Development administers Title II of WIOA, also known as the Adult Education and Family Literacy Act. Title II grants have been issued by HECC and, according to HECC management, will not be re-competed for a few more years.

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).

5.9
Worksystems does not have Local Cooperative Agreements. Please refer to Attachment 5.10 – Memorandum of Understanding and Infrastructure Funding Agreement.

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.

5.10
Please refer to Attachment 5.10 – MOU and Infrastructure Funding Agreement

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.

5.11
Please refer to Attachment 5.11 – Local Area WIOA T-I Performance 2022-2023.

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
Please refer to Attachment 5.12 – Priority of Service Board Policy 2021-07-01 and Board Minutes Approving.

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 local plan was posted and available for public comment from Feb. 1 to March 1, 2024, on Worksystems' website. A notification was sent to a broad group of community stakeholders including business, labor organizations, and education. The Executive Committee of the Portland Metro Workforce Development Board initially approved the Draft 2024-2028 Plan at their Jan. 3, 2024 meeting. The Draft 2024-2028 Plan was reviewed and approved for public comment by the Portland Metro Workforce Development Board at their Jan. 12, 2024 meeting. The Plan will be presented to the Workforce Development Board for approval on March 6, 2024. The plan will be submitted to the State no later than March 18, 2024.

Numerous community partners and stakeholders also participated in the development of Worksystems' strategic plan. Participants are listed in Attachment F.

5.14 Compliance Concerns (Oregon Requirement)

State any concerns the local board has with ensuring the compliance components listed below are in place. Copies of documents are not required at this time but may be requested during monitoring.

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Officials and the Workforce Development Board
- Local Workforce Development Board Bylaws
- Code of Conduct
- Approved Budget
- 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

Worksystems is confident of compliance with the elements noted above.