

Workforce Innovation and Opportunity Act Local Plan

Portland Metro Workforce Development Board

**Submitted by
Worksystems, Inc.**



July 1, 2020 – June 30, 2024

Table of Contents

Section 1: Workforce and Economic Analysis	3
Section 2: Strategic Vision and Goals	23
Section 3: Local Area Partnerships and Investment Strategies.....	32
Section 4: Program Design and Evaluation.....	47
Section 5: Compliance	60

Section 1: Workforce and Economic Analysis

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

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

Overview

WorkSource Portland Metro consists of Multnomah and Washington counties, the two most populous counties in Oregon. They are also home to the largest number of jobs: 849,700 combined (2020); 41 percent of the statewide total.

Portland Metro's economy was steady entering 2020. Employers added 15,600 jobs in 2019 for a growth rate of 1.9 percent. The region's rate of growth has been declining since 2015 (3.2%). The area is part of a larger metropolitan area which was the 21st fastest growing metro area in the nation in 2019.

Employment peaked in February 2020 at 837,000 jobs. The COVID-19 economic crisis caused a sharp decrease in employment. Between February and April, employment in Portland Metro decreased 14 percent. During the summer and fall the number of jobs steadily decreased. In October, there were 754,400 jobs, a decrease of 10 percent since the peak in February.

Job loss has not been even across industries. Accommodations and food services saw both the largest number of lost jobs between October 2019 and 2020 (34,900 jobs) and the largest percentage of jobs lost (40%). Other hard-hit industries include professional and business services (-12,300, -8.5%), education and health services (-10,300, -8.3%), and manufacturing (-7,400, -8.5%).

The only relative bright spots were food and beverage stores (+200, +1%), general merchandise stores (+900, +7%), transportation, warehousing, and utilities (+3,100, +8%), and the federal government (+500, +4%).

Prior to the start of the recession, employment growth had been broad based, with most major industries adding jobs. The transportation and warehousing sector added the largest number of jobs and was also the fastest growing (+4,100, +14%). All published components contributed to growth.

Construction added the second-largest number of jobs (+1,900). The highest rate of growth was in construction of buildings (+7%) while specialty trade contractors added the most jobs (+930).

Advanced manufacturing is an engine of growth for the region. It added 1,400 jobs in 2019 (+2%). The largest growth was in chemical manufacturing (+26%) and plastics and rubber product manufacturing (+12%).

The finance industry has struggled since the end of the recession, consistently lagging most other industries and still thousands of jobs off pre-recession levels. It launched a comeback in 2013 which fizzled the following year.

Growth was negative in 2019 (-250 jobs). Nearly all the job loss was in credit intermediation and related activities.

In-Demand Sectors

Worksystems has identified four industry sectors as key to the local economy. These industries generally align with those selected by Clackamas Workforce Partnership and Southwest Washington Workforce Development Council, acknowledging the benefits of a unified and coordinated approach to workforce and economic development. These industries also 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 industry sectors to ensure they continue to align with our goals for regional workforce development.

Tech

Overview

The tech industry is comprised of software publishing, data processing, and computer systems design. Nearly 2,700 firms provide nearly 22,400 jobs in Portland Metro (2020), or 3 percent of total private-sector employment. It generated \$3.3 billion in wages, 5 percent of total.

The sector pays well. The average wage topped \$146,000 in 2020, significantly higher than the average across all industries. It's not just a handful of well-compensated CEOs bringing up the average as more than half of all workers earned \$40 an hour or more, and more than one-third earned \$50 hourly.

Portland Metro has a slight competitive advantage in tech in that employment is more concentrated in the region (3% of total employment) compared to the nation (2%).

Recent Trends

Tech added 8,700 jobs over the past decade for a growth rate of 63 percent, nearly one-and-a-quarter times faster than the sector nationally. In fact, Portland Metro's growth has outperformed the nation in all but one of the past 10 years.

The sector was relatively unscathed by the Great Recession, losing just 800 jobs in 2009 which were quickly recovered by early 2011. Between 2012 and 2015, the sector grew more than 6% each year. During the past three years, the rate of growth, while still positive, has slowed.

Occupations

Nearly 300 different occupations are found within tech. The ten largest dominate, comprising over half (57%) of sector employment. Software developers top the list, followed by computer support, systems analysts, and system managers.

However, tech-related jobs are not limited to the sector. They are found in virtually every industry across the economy as an increasing number and variety of companies use some form of computer technology in their day-to-day operations. The ten largest occupations within the sector employ about twice as many people outside the sector in industries such as healthcare and banking.

Innovating, designing, coding, and supporting a wide array of dynamic and complex tech products requires a well-educated and highly skilled workforce. More than half of the sector's occupations, which account for two-thirds its current workforce, require a bachelor's degree or higher.

Outlook

Technological innovation and increasing demand will fuel strong growth in tech in the coming years. Cloud computing & cyber security will power the growing mobile computing market, and these devices will rely on software to become more powerful, efficient, and secure.

Portland Metro's tech sector is expected to ride this wave, creating 4,700 new jobs between 2018 and 2028 for a growth rate of 23 percent; roughly twice as fast than the overall economy.

Advanced Manufacturing

Overview

The advanced manufacturing sector includes high tech, metals, machinery, transportation equipment, and food processing. With 69,241 jobs and a payroll of \$8.7 billion (2020), advanced manufacturing accounts for 8 percent of Portland Metro's private-sector employment and 13 percent of payroll. Annual wages averaged \$122,800 (53%) more than the average across all industries.

Exports are critical to the region's economy. According to the Brookings Institution, total exports directly supported more than 76,700 jobs in the greater Portland metropolitan area (2017). Advanced manufacturing accounted for the vast majority of the metropolitan area's exports; at 80 percent, it's the largest share among the nation's major metro areas. Local exports are dominated by computer equipment.

Portland Metro has a competitive advantage in advanced manufacturing in that employment is more concentrated in the region (10% of total employment) compared to the nation (7.5%). 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, locally and nationally. It was hit hard by the recession, shedding 8,500 jobs by 2009, or 13 percent of its employment base. It made a full recovery by 2015, despite a slight decline in 2017, is above pre-recession employment levels. Nationally, advanced manufacturing is 2.9% lower than pre-recession levels.

Between 2017 and 2020, advanced manufacturing grew 5 percent (+3,500 jobs), comfortably outpacing the overall economy (3%).

Occupations

Approximately 360 occupations are found within the advanced manufacturing sector. The 10 largest occupations account for one-third of total employment.

Educational requirements range from less than a high school diploma to a master's degree, although the need for a college education is the exception rather than the rule: Two-thirds of the sector's occupations, which account for two-thirds of its current workforce, require no more than a high school diploma.

Outlook

Portland Metro's advanced manufacturing sector is expected to expand by 4,000 jobs between 2017 and 2027 for a growth rate of 6 percent; slower than the overall economy.

Healthcare

Overview

The healthcare sector includes hospitals, offices of physicians, dentists and other healthcare providers, outpatient health clinics, and nursing and residential care facilities. With 100,700 jobs and a payroll of \$6.8 billion (2020), healthcare accounts for 14 percent of Portland Metro's private-sector employment and 12 percent of payroll.

Wages averaged \$68,400 in 2020, about the same as the overall economy. Higher wages in ambulatory care (\$89,000) and hospitals (\$89,000) were partially offset by low wages in nursing and residential care (\$41,800). The three largest occupations in this component -nursing assistants, personal care aides, and home health aides- make up nearly half of employment and pay less than \$37,000 a year.

Recent Trends

Healthcare is a key driver of employment growth at both the national and local level. It has added jobs every year over the past decade, even throughout the recession- the only major industry to do so. Employers created 11,373 new jobs between 2008 and 2018 for a growth rate of 24 percent; over twice as fast as the overall economy. The ambulatory care component (e.g. doctors' offices) led growth.

Occupations

More than 400 occupations are found throughout the healthcare sector. The 10 largest occupations, headed by registered nurses, account for half of total employment.

Educational requirements range from less than a high school diploma to a doctoral or professional degree, although the need for a college education is more prevalent in healthcare compared to the overall economy. Three out of ten of the sector's largest occupations, which account for 62 percent of its current workforce, require a bachelor's degree or higher.

Knowledge, Skills, and Abilities Most Prevalent in the Top 10 Healthcare Occupations		
Knowledge	Skills	Ability
Customer and Personal Service	Customer and Personal Service	Oral Comprehension
English Language	English Language	Oral Expression
Medicine and Dentistry	Medicine and Dentistry	Near Vision
Psychology	Psychology	Problem Sensitivity
Biology	Biology	Written Comprehension
Clerical	Clerical	Inductive Reasoning
Education and Training	Education and Training	Deductive Reasoning
Chemistry	Chemistry	Speech Recognition
Computers and Electronics	Computers and Electronics	Category Flexibility
Mathematics	Mathematics	Oral Comprehension

Source: O*Net, prepared by Worksystems

Outlook

The landscape of healthcare has changed over the past few decades, reflecting a shift in the way services are delivered. Ambulatory healthcare is growing rapidly, and consequently representing a greater share of employment. More people are turning to doctors' offices and clinics (outpatient services) for healthcare. This trend will likely continue as a result of the Affordable Care Act, as more people attach to primary care practitioners. Also, as health reform shifts practitioners' focus from treatment to prevention, there will likely be shifts in delivery that result in workforce changes - such as an increased need for Community Health Workers.

Portland Metro's healthcare sector is expected to add 18,900 jobs between 2017 and 2027 for a growth rate of 21 percent; faster than the overall economy. Growth will be driven by:

- An expanding population: the Portland Metro region is expected to add 532,900 new residents between 2020 and 2040.
- An aging population: the 65+ age group will grow four times faster than the rest of the population between 2015 and 2025 (38% vs. 9%).
- New treatments and technologies.

Construction

Overview

The construction sector includes companies primarily engaged in the construction of buildings, engineering projects (e.g. highways), preparing sites for new construction, and specialty trades (e.g. painting, plumbing, electrical). With 44,100 jobs and a payroll of \$3.9 billion (2020), construction accounts for 5 percent of Portland Metro's private-sector employment and 6 percent of payroll.

Wages averaged \$90,100 in 2020; about \$12,000 more than the average across all industries.

Recent Trends

Construction is a cyclical industry, with dramatic booms (1990s, mid-2000s) and busts (Great Recession). It was one of the hardest-hit industries in the recession, losing 11,000 jobs, or nearly one-third of its employment base. Since turning the corner in 2010 it has regained 14,700 jobs, growing significantly faster than the rest of the economy and outpacing its national counterpart two-to-one.

Occupations

Roughly 150 occupations are found within construction. Many of the largest occupations 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, although the need for a college education is the exception rather than the rule: Three-quarters of the sector's occupations, which account for over 80 percent of its current workforce, require no more than a high school diploma.

Outlook

Portland Metro's construction sector is expected to expand by more than 10,000 jobs between 2017 and 2027 for a growth rate of 26 percent; faster than the overall economy. Growth will be driven by an expanding population: Portland Metro is expected to add 181,500 new residents between 2020 and 2030. Solid job growth across the rest of the economy will also lead to more commercial and industrial projects and construction work.

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

Industry

Portland Metro is expected to add 131,200 jobs between 2017 and 2027 for a growth rate of 13 percent. Growth will be broad based, with all major sectors seeing gains. Job growth will be fueled by the manufacturing sector. Between 2016 and 2019, Oregon had the fourth fastest-growing Gross State Product among all states.

Income growth

Oregon's total personal income grew an average of 5.7% each year between 2016 and 2019, the eight-fastest growth of all fifty states.

Population growth

Portland Metro will add 181,500 new residents between 2020 and 2030. Over half of the increase will come from net in migration and, if recent trends hold true, many of these people will arrive with a bachelor's degree or higher in hand.

Industry structure

Many industries in the Portland Metro with a large current presence or those that are growing are expected to perform well over the coming decade. Examples include company headquarters, food and beverage manufacturing, and software publishing. The professional and business services sector – which includes computer systems design services, temporary employment agencies, and business support services, among other industries – is projected to add the largest number of jobs (28,100), followed by private healthcare (18,900). The construction industry will continue its recovery from massive recessionary job losses, adding jobs at a faster pace than most other industries (17%).

Occupational

Most occupations will add jobs over the next ten years. Not only will employers need to fill these new jobs, they will also need to fill those jobs that become vacant when people leave, usually due to retirements. In general, for every two jobs created due to economic growth, three become open due to vacancies (retirements). For Portland Metro, this means that in addition to the 89,200 new jobs from economic growth, the region’s employers will also need sufficiently trained workers for jobs that will become open as people leave. (Technical note: replacement openings include jobs that open because a worker moved to another job in the same industry. Due to employees moving between jobs the number of replacement openings is likely higher than the number of workers needed to fill the jobs). By 2027, there will be approximately 708,000 job openings. Roughly a fifth of these openings won’t require a high school diploma (e.g. waiters and waitresses, cashiers, retail salespersons, food workers); forty percent will require a diploma or equivalent (customer service reps, office clerks, secretaries); eight percent will require some sort of postsecondary education (no degree) (bookkeepers, heavy truck drivers, nursing assistants); three percent will require an associate’s degree (preschool teachers, electrical engineering techs, graphic designers); a quarter will require a bachelor’s degree (accountants, software developers, elementary school teachers); the remaining five percent will require a master’s degree or more (lawyers, physicians, postsecondary teachers, mental health counselors).

Employment Growth by Educational Requirements, 2018-2028, All Industries

	Typical Educational Requirement			Competitive Educational Requirement		
	Growth Openings	Replacement Openings	Total	Growth Openings	Replacement Openings	Total
Less than high school	17,272	131,446	148,718	-	-	-
High school diploma or equivalent	30,450	235,746	266,196	30,433	223,783	254,216
Postsecondary training (non-degree)	7,959	47,898	55,857	19,821	112,528	132,349
Associate degree	3,375	18,763	22,138	5,284	59,068	64,352
Bachelor's degree	23,062	157,312	180,374	19,952	135,767	155,719
Master's degree	2,222	9,032	11,254	7,795	48,367	56,162
Doctoral or professional degree	4,918	19,388	24,306	2,014	14,207	16,221
TOTAL	89,258	619,586	708,844	88,757	620,683	709,440

However, to be *competitive* in the job market, educational requirements become stricter. In this scenario, a high school diploma is the minimum level of education. To be competitive, employers will be looking for thirty-six percent of job seekers to have a high school diploma, nineteen percent to have post-secondary training, nine percent to have an associate’s degree, twenty-two percent to have a bachelor’s degree, and ten percent to have a master’s degree or higher.

Tech

The tech sector provided 20,769 jobs in Portland Metro in 2018. More than three-quarters required a bachelor’s degree. On the other end of the spectrum, less than one percent accepted less than a high school diploma. The sector is expected to add about 3,500 new jobs between 2018 and 2028. An additional 15,803 jobs will become open as people retire. Combined, employers will need to fill 19,346 job openings. Approximately 15,100 of these will require a bachelor’s degree (79%), while fewer than fifty will require nothing more than a high school diploma.

Tech Employment Growth by Typical Educational Requirements, 2018-2028

	2014	2024	Growth Openings	Replacement Openings	Total
Less than high school	37	37	1	26	27
High school diploma or equivalent	2492	2740	245	1832	2077
Postsecondary training	1531	1762	231	1154	1385
Associate degree	626	729	103	475	578
Bachelor's degree	15,919	18,833	2,916	12,184	15,100
Master's degree	100	129	30	81	111
Doctoral or professional degree	63	80	17	50	67
TOTAL	20,769	24,311	3,543	15,803	19,346

Advanced Manufacturing

The advanced manufacturing sector provided about 69,929 jobs in Portland Metro in 2018. Nearly one-third required a bachelor's degree. On the other end of the spectrum, half required just a high school diploma, with another eight percent requiring no diploma at all. The sector is expected to add nearly 1,300 new jobs between 2018 and 2028. Another 49,400 jobs will become available as people retire. Advanced manufacturing has an older workforce than other industries; retirements will generate a considerable number of vacancies over the coming decade. Between economic growth and retirements, employers will need to fill 50,600 openings. Approximately 16,660 of these will require a bachelor's degree (33%), while 25,429 – half of all openings – will require nothing more than a high school diploma.

Advanced Manufacturing Employment Growth by Typical Educational Requirements, 2018-2028

	2014	2024	Growth Openings	Replacement Openings	Total
Less than high school	5,314	5,761	473	3,889	4,362
High school diploma or equivalent	36,434	36,369	-55	25,484	25,429
Postsecondary training	1,775	1,803	40	1,257	1,297
Associate degree	3,874	3,935	52	2,731	2,783
Bachelor's degree	22,359	23,095	743	15,917	16,660
Master's degree	61	63	1	43	44
Doctoral or professional degree	110	116	6	79	85
Total	69,929	71,141	1,260	49,400	50,660

Healthcare

The healthcare sector provided nearly 74,307 jobs in Portland Metro in 2018. One-in-four required a bachelor's degree or higher (17,830). On the other end of the spectrum, more than one-quarter needed nothing more than a high school diploma (21,255).

Healthcare Employment Growth by Typical Educational Requirements, 2018-2028

	2014	2024	Growth Openings	Replacement Openings	Total
Less than high school	3,488	4,070	583	2,650	3,233
High school diploma or equivalent	21,255	24,868	3,613	16,168	19,781
Postsecondary training	16,050	19,428	3,378	12,441	15,819
Associate's degree	5,074	5,800	730	3,812	4,542
Bachelor's degree	17,830	20,028	2,201	13,267	15,468
Master's degree	3,340	4,191	851	2,642	3,493
Doctoral or professional degree	7,269	8,306	1,036	5,458	6,494
TOTAL	74,307	86,690	12,392	56,439	68,831

The sector is expected to add 12,392 new jobs between 2018 and 2028. Another 56,439 jobs will become vacant as people retire. Combined, employers will need to fill 68,831 job openings. Approximately 15,468 of these will require a bachelor’s degree or higher (23%), while 19,781 (29%) will require nothing more than a high school diploma.

Construction

The construction sector provided nearly 41,391 jobs in Portland Metro in 2018. More than half required no more than a high school diploma (23,067). On the other end of the spectrum, fewer than 15 percent required a bachelor’s degree (5,981).

Construction Employment Growth by Typical Educational Requirements, 2018-2028

	2018	2028	Growth Openings	Replacement Openings	Total
Less than high school	9,734	10,833	1,101	7,207	8,308
High school diploma or equivalent	23,067	27,640	4,574	17,780	22,354
Postsecondary training	2,315	2,856	542	1,814	2,356
Associate's degree	294	351	57	226	283
Bachelor's degree	5,981	7,153	1,167	4,604	5,771
Total	41,391	48,833	7,441	31,630	39,071

Construction is expected to add 7,441 new jobs between 2018 and 2028. As with advanced manufacturing, construction has an older workforce relative to other industries; retirements will be a major factor over the coming decade with 31,630 jobs becoming vacant as people retire. Combined, employers will need to fill 31,071 job openings. Just 5,771 of these will require a bachelor’s degree or higher (15%), while 22,354 (57%) will require nothing more than a high school diploma.

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

Labor Force Trends

Portland Metro’s labor force – the sum of the employed and unemployed– reached an all-time high in June 2020, at 808,300 residents. Approximately 98,000 of these labor force participants were unemployed and looking for work, translating into an unemployment rate of 12.1 percent.

Prior to the start of the COVID-19 economic crisis, the unemployment rate was historically low. Between October 2019 and March 2020, Portland Metro’s unemployment rate was below 3 percent. By April 2020, it had increased to 14.4 percent.

Recessions accelerate labor force trends, including automation. Employers seek to offset declines in revenue by replacing less-skilled workers with a combination of technology and higher-skilled workers. The shift increases labor productivity going into the next economic cycle. In Portland Metro, there are 27 occupations at high very high risk of automation. In 2020, more than 35,600 people were employed in these occupations. None of the occupations require education past high school and more than half do not require any formal education.

The labor force is expected to shrink in January 2021 as unemployment benefits expire. Many of the workers leaving the labor force, by choice or not, are women. The COVID-19 economic crisis has been particularly devastating for women. Women are overrepresented in the hardest hit industries. In the early months of the crisis, women suffered higher rates of job loss and in the months since, they have experienced smaller jobs gains than their male counterparts.

Decades of research show that women continue to shoulder higher domestic and caregiving responsibilities than their male counterparts. The double burden of working and caring for children, elderly family members, and other dependents during the crisis is making it difficult for many women to remain in their jobs. This is compounded by patterns of occupational segregation in which women are more likely to work in occupations where they might be exposed to COVID-19. The emotional and physical toll of caregiving occupations and the risk of exposing vulnerable family members to COVID-19 is a complicating factor for many women.

Prior to the COVID-19 economic crisis, Portland Metro’s labor force experienced years of positive annual growth. The region’s labor force grew rapidly in the years following the dot-com recession, averaging 15,000 entrants annually between 2006 and 2011. Growth dropped off for several years following the Great Recession despite a solid jobs recovery, most likely due to retirements. Baby boomers who had delayed retiring during the recession when they saw their balance sheets take a hit now felt more financially comfortable doing so. Growth resumed in 2014, and since then the labor force has increased by 67,256 people.

Characteristics of Workforce

Education

Approximately 67,485 people (8%) in Portland Metro’s labor force (ages 25-64) have not completed high school. Another 130,390 (16%) have just a high school diploma. About 237,236 (29%) have an associate’s degree or have

some college education, and the remaining 382,722 people (47%) in the workforce hold a bachelor’s degree or higher.

The region’s workforce has become more educated over time. The number and share of people with a high school diploma or less has declined from 155,400 (29% of the workforce) in 2005 to 197,875 (24%) in 2018. At the same time, the number and share of workers with a bachelor’s degree or higher has increased, from 214,900 (40%) to 382,722 (47%).

Skills

There is little information about the work skills held by adults in Portland Metro, but the National Career Readiness Certificate (NCRC) program offers an optional, self-selected test of mathematics, reading, writing, and locating information. It is commonly offered to high school students and people seeking employment services. The certificate shows four levels of ability: platinum (the highest), gold, silver, and bronze (the lowest).

The NCRC is part of a program to certify communities as being work ready. This is primarily determined by the level of participation of workers and employers. Both Multnomah and Washington counties have nearly reached their respective goals.

National Career Readiness Certificates Awarded, January 2012 - January 2020											
	Bronze		Silver		Gold		Platinum		Total		% of Goal
	#	%	#	%	#	%	#	%	#	Goal	Attained
Portland Metro	1,941	14%	6,553	49%	4,470	33%	528	4%	13,492	6,785	199%
Multnomah County	1,152	15%	3,868	50%	2,449	32%	280	4%	7,749	3,645	213%
Washington County	789	14%	2,685	47%	2,021	35%	248	4%	5,743	3,140	183%

Barriers to Employment: Understanding the Supply-Demand Divide

Education – A lack of education can be a significant barrier to employment. The COVID-19 economic crisis has disproportionately harmed workers with low levels of educational attainment. In 2019, twenty-seven percent of workers in Portland Metro had not advanced beyond high school. Since the beginning of the economic crisis, more than half of initial and continued claims for unemployment were filed by workers with a high school diploma or less.

Language – People have barriers to employment aside from insufficient education. Most jobs require the ability to speak English. Although most residents in Portland Metro do speak English, about 10 percent of the population ages 18-64, or 90,464 people, say they speak English less than “very well” (2017).

Disability – Having a disability also constitutes a barrier to employment for many people. Approximately 78,393 Portland Metro age 18-64 residents indicated they had a disability (2018). About half of them were in the labor force (39,414); 3,872 of whom were unemployed. This translates into an unemployment rate of 10 percent. It’s possible that some of the 38,979 people with disabilities who are currently not working or looking for work might enter the labor force given the right circumstances.

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 published by the Center for

Economic and Policy Research estimated that in 2008 about one in 33 working-age adults was an ex-prisoner, and about one-in-15 was an ex-felon.

The Multnomah County Adult Services Division (ASD) supervises over 13,000 adults sentenced to probation or released from custody on parole. Washington County's Probation and Parole Division supervises approximately 3,600 offenders.

Childcare – Single parents can experience difficulty holding down a job while caring for children full-time. There are more than 43,100 single-parent households in Portland Metro (out of 542,900). Roughly three-fourths are single mothers, one-fourth are single fathers.

In their biannual report on childcare availability, Oregon State University identified Portland Metro as a childcare desert. In 2018, just 18% of children ages 0-2 years and 38% of children ages 3-5 had access to a regulated childcare slot. Finding childcare is even more challenging for families who rely on publicly funded childcare - only five percent of slots for children ages 0-2 and 21% of slots for kids ages 3-5 were publicly funded.

The monthly cost of full-time childcare for a child age 0-2 in Multnomah County was \$1,413 and for a child 3-5 years was \$1,126 in 2018. Costs vary between center based and in-home care.

The childcare shortage was exacerbated by the pandemic. Many childcare centers closed and those that remained open limited the amount of care offered to comply with health and safety guidelines. The suspension of in-person education has increased the number of children competing for available spots.

In November 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 age 3 and 4. It's not clear what effect this will have on available care for children of other ages.

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 they qualify, unaddressed mental health issues, and difficulties adapting to civilian work culture as reasons. There are about 34,000 veterans age 18-64 in Portland Metro, 26,542 of whom are in the labor force. Of these, 818 are unemployed for an unemployment rate of 3 percent.

Long-term Unemployment – Oregon and the nation still face the challenge of long-term unemployment. Studies show that employers are less willing to hire people who have been unemployed for a significant length of time, and often for reasons unrelated to the applicant's qualifications. In Portland Metro, the number of people who have been unemployed for 27 weeks or longer averaged 1,571 in 2018; 10 percent of total unemployment.

In Oregon, there were 54,600 long-term unemployed in October. This is 41,300 more than a year ago (+3,000%). The long-term unemployed accounted for 39% of total unemployed in Oregon in October, up from 18% earlier this year. Portland Metro accounts for 40% of Oregon's total unemployed.

High Housing Costs – Nearly half (45%) of all renter households in Portland Metro are cost burdened. Households that spend more than 30 percent of their income on housing costs (including utilities) are

considered cost burdened. A fifth of renter households are severely cost burdened, paying more than 50% of their income on housing costs. Cost-burdened households often find themselves without sufficient funds for other necessities such as food, health care, transportation, childcare, and clothing. Being able to afford quality housing in close proximity to quality schools, grocery stores, and parks is a particular struggle for many low-income families.

Self Sufficiency Standard – The Self Sufficiency Standard is a measure of how much income a family of a certain composition in a given place must earn to meet their basic needs without public or private subsidies. Prior to the pandemic, thirty-four percent of households in our region were not meeting the self-sufficiency standard. This was an increase of 11% from 2008 in Multnomah County and 7% in Washington County. The increase is attributed to significant increases in the cost of childcare and housing. Renter-occupied households are 50% more likely to not meet the Standard compared to owner-occupied households. Minority households occupy a greater share of those not meeting self-sufficiency; in 2014 25% of households with inadequate income were minorities, in 2017 that share had risen to 37%. We are updating the Self Sufficiency information in 2021.

Youth – The devastating impact of the COVID-19 economic crisis have disproportionately impacted youth. In Oregon, young workers were more likely to file for unemployment than older workers. Many service jobs that typically serve as an entry into the workforce have been lost. Similar to the “bounce-back” after the Great Recession when youth were left behind, we anticipate that youth will again be lagging in workforce participation due to lack of opportunity. Prior to the start of the pandemic, an estimated 29,130 youth ages 16-24 in the Portland-Vancouver region are neither in school nor working. This accounts for more than 11 percent of all youth in the region. Although data for 2020 is not yet available, the number of disconnected youth is likely much higher today. In addition to the loss of entry level jobs, the temporary closure of in-person high schools has made school participation challenging for many students. Prior to the Pandemic, despite a booming economy and very low unemployment rate in the Portland Metro Area, youth unemployment had ranked 4th highest amongst the 50 largest metropolitan cities.

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

Worksystems convenes partners, designs programs, coordinates services and resources, and invests funds to help job seekers acquire the skills they need to support themselves and to meet the staffing needs of regional industry. The region's public workforce development system - WorkSource Portland Metro (WSPM) - serves as our primary investment vehicle and we provide oversight to ensure the highest quality services.

As a proud partner of the American Job Center Network, five WorkSource Portland Metro Centers and two Express Centers, including three Centers in Multnomah County and two in Washington County, served over 22,000 Adult and Dislocated Workers in PY19 with a dramatic drop in Q4 at the onset of the pandemic. One Express Center is located in the Washington County Jail providing pre- and post-release services. Another Express Center is located in the Portland downtown core and supports the homeless community. WIOA 1-B service providers and Oregon Employment Department staff are co-located at every Center, delivering an array

of services consistent with the WorkSource Oregon Standards. Worksystems has identified advanced manufacturing, healthcare, tech and construction as target sectors. Services available at all Centers include:

- Apprenticeship information and referral
- Career Exploration
- Computer-aided English Language Learning
- Employment Referral Services
- GED and Adult Basic Education referrals
- Interview Workshops
- Job Clubs
- Job Search Assistance
- Job Search with Social Media
- Occupational Skills Training
- On-the-Job Training
- National Career Readiness Certification
- Resume Workshops
- Self-Paced e-Learning Lab
- TriMet Low Income Fare Eligibility Determination
- Computer literacy courses
- Work Experience

An array of locally developed strategies are used to increase the quality of services and outcomes through innovation, collaboration, and technology. These include:

The Columbia-Willamette Workforce Collaborative – A partnership between Worksystems, Clackamas Workforce Partnership and Workforce Southwest Washington to support and develop regional talent.

TalentLink – A six-step process for validating the work-ready skills of WorkSource customers, resulting in prioritized job search and placement services for those who become fully certified.

Career Mapping – Assistance for barriered populations to identify goals, address and remedy obstacles, and create Career Plans that help them meet their goals.

Aligned Partner Network – Partnership between WSPM and community agencies to leverage each agency's expertise to move targeted populations with multiple employment barriers into career-track employment. This model provides career coaching, liaison support, career mapping, connection to WorkSource services and set-aside resources in occupational training and work experience.

SummerWorks – A public/private partnership that provides a paid work experience for area youth.

NextGen – The youth workforce development system that offers career coaching, a common work readiness curriculum, paid internships, and industry sector bridge courses to prepare youth for entry into meaningful careers.

Sector Bridge Courses – Programs designed to provide a bridge between basic self-sufficiency and care awareness to career-pathway employment in advanced manufacturing, healthcare, construction and tech occupations.

CareerWork\$ Courses – 10-week trainings in finance and healthcare targeting low-income populations. Each training is funded by industry partners and provides direct post-training employment connections.

WorkSource Express – A limited extension of WorkSource services offered to customers at identified locations outside of the five main WorkSource Centers.

MyWorkSource – A customer facing, personalized website that is linked to the customer tracking database and allows customers to manage their WorkSource activities. The interactive “virtual one stop” allows customers to develop a portfolio that includes information about their employment goals and job needs while accessing a wide variety of job search tools, such as iMatchSkills, to create a log that tracks their activity including applications and cover letters submitted. Additionally, this information creates a Career Plan that staff may use to provide appropriate coaching and service referrals. There is also a secure messaging tool for customers to communicate with staff and the information is retained in their customer record, which assists staff in their coaching activities.

Online Learning – Worksystems has deployed online learning options through WorkSource in prior years and is currently exploring reintegrating and expanding these services for self-directed customers in the post-pandemic recovery.

PDX Metro Works – PDX Metro Works is a collection of work experiences designed to meet dislocated workers and job seekers where they are. These range from workforce preparation training activities to subsidized work experience to placement into an emergency short-term paid job to hire-first on the job training in a career pathway occupation.

Prior to the pandemic, approximately 50,000 people annually engaged in skill development services provided through WorkSource Portland Metro. Since the shutdown in April of 2020, WorkSource Centers in the region have been closed to the public and will remain closed to in-person services or open with limited capacity for much of 2021. We have seen a dramatic decrease in customers accessing services to roughly 25% of pre-pandemic customer volume, which may be due in part to a preoccupation by those most impacted with taking care of the health care, housing, education (including remote schooling) and other basic needs of themselves and their families. Training participation has seen a 44% decrease in training starts from the first two quarters of PY19 (560 training starts) to the first two quarters of PY20 (317 training starts). However, we anticipate that as the population becomes vaccinated and schools reopen that more customers will be seeking to re-career, resulting in an increased demand for WorkSource services.

While WorkSource has been closed to in-person services, our system was able to rapidly shift to virtual service provision. Workshops, training scholarships, support services and individual job search assistance have all been provided by phone, email or video conferencing tools. As we move out of the pandemic, many of the virtual services will continue and may be expanded upon to increase efficiency and accessibility for WorkSource customers.

Partnership is the Key

We are continually working to integrate workforce programs and services funded by other partner agencies into the public system to align resources, increase efficiency, and generate better outcomes for job seekers. Through the creation of the Aligned Partner Network, we have strategically connected 29 community agencies to training and employment services for their clients through WSPM while leveraging each agency's expertise in providing the necessary support to maximize successful participation in our programs. We believe that this aligned approach helps move people into career-track employment through a coordinated progression of services and resources.

In addition to the foundational services provided through WSPM, Worksystems has secured federal, state, municipal, and private funding to support and expand programs and services that are integral to the local public workforce system. These additional resources greatly exceed the WIOA "formula funds" and are key to providing comprehensive and robust services, including a focus on occupational training in target sectors as well as services to target populations. It is yet to be seen how the pandemic will impact city, county and state budgets for workforce development services.

Partnerships are also key to maintaining robust and seamless services. Over 30 service providing organizations, including state agencies, community colleges, nonprofits, and local public agencies are engaged in a team approach around the local public workforce system. While services are currently being provided remotely, we are planning for reopening Centers to the public when social distancing guidelines are lifted. WorkSource reopening plans will include a phased approach to in-person services, partner co-location and direct referral processes for integrated service provision.

Strengths

- Very strong level of systems integration between WIOA 1-B and the Oregon Employment Department. All staff are co-located at all WSPM Centers and work together as part of a common team. Programs such as TalentLink and CareerWork\$ demonstrate a high degree of coordination and collaboration across organizations and Centers.
- Strong alignment with Oregon Department of Human Services Self-Sufficiency programs on SNAP E&T services. SNAP Navigators are co-located at WSPM Centers and help facilitate connection of DHS SNAP customers to SNAP E&T services provided in WSPM Centers.
- Very strong level of systems alignment between community-based and local public agency partners focused on vulnerable populations and services offered through WorkSource Portland Metro. Over 2,000 customers are co-enrolled and jointly served by 29 local partner organizations, demonstrating that service delivery and outcomes for customers are greatly improved when we work together.
- Resource development has been very successful in bringing in non-WIOA funds, which are invested in services delivered through WorkSource Portland Metro. Our efforts have more than doubled the amount of resources available to fund workforce services with more than \$10 million in non-WIOA funding currently invested annually.

- Implementation of system-wide staff training to ensure consistency in the delivery of high-quality services and to increase communication and collaboration across Centers, teams and organizations. Over 200 staff participated in locally delivered trainings over the past 12 months.
- Experience developing and coordinating cohort trainings aligned with the skill needs and hiring schedule of industry. Successful cohorts have completed training in advanced manufacturing, healthcare, construction, tech, trucking and finance that met the needs of both job seekers and industry.
- Facilitated monthly WIOA partner meetings at each Center to share best practices and build more seamless services for common customers.
- Infrastructure and a scalable work experience program for both youth and adult customers that is customizable to the needs of the participant and able to expand and contract based on funding availability.

Weaknesses

- During the pandemic and likely through much of 2021 services will be delivered remotely. This poses challenges to customers with limited digital literacy, lack of broadband access and/or equipment and non-native English speakers.
- Leadership changes within key partners at both the State and local levels have affected continuity and progress. Decision making for many WSPM programs tends to be centered in Salem which can slow progress and confuse delivery. Finding ways to improve collaboration between State and local partners is essential to improving system accessibility and effectiveness.
- Workers impacted by job losses tend to come from low-skill and low-income occupational backgrounds and often require access to services and supports beyond traditional workforce programs.
- Service providing partners are experiencing significant challenges stemming from requirements to use multiple data reporting systems, conduct dual data entry, and use data systems with poor functionality. This is impacting staff morale and the quality of services to customers. Providers have raised these issues with Worksystems and requested a solution that unifies data entry work to a greater degree, through data transfer or other means.
- Data sharing and integration across Core Partner programs is limited or lacking altogether. Customer data is available at the organizational level, but programs are unable to effectively track common customers and service participation across programs. Integrated state leadership, joint governance, and a joint policy to support data sharing and integration is essential to further align programs and improved services. Worksystems will continue to engage locally to align additional partners with WorkSource Portland Metro, but State clarity and support is essential.
- The PRISM system was intended to provide data sharing and integration across Core Partner programs. While PRISM aggregated outcome data from workforce system partners, the data could not be disaggregated by workforce program or show participant co-enrollment across multiple programs. Work

must be driven at the State level to improve PRISM including requiring all partners to participate and submit their data on at least a quarterly basis.

Next Steps

- Complete and submit WorkSource reopening plans to the State for approval. Reopening plans will include a combination of in-person and remote services. Plans will also include pandemic related safety and operations protocols to ensure staff and customers are providing/receiving service in a manner and environment that is safe and compliant.
- Develop service options for customers who lack computer skills, computer/internet access and or have other barriers impacting their ability to access virtual services.
- Develop and integrate online learning options for WorkSource customers who are self-directed, require less one-on-one work with staff, and can benefit from easily accessible and robust online learning content.
- In partnership with the workforce boards in SW Washington and Clackamas County, implement a quality jobs framework to help employers introduce, change and leverage business practices to make jobs better and foster positive outcomes for their employees, especially front-line workers. This framework will be the foundation for sector partnership development, targeting workforce investments and increasing alignment between workforce program customer supply and employer demand.
- Continue development of partnerships with Multnomah and Washington County library systems to cross-promote job seeker services, formalize job seeker referral processes between systems, educate staff on the available resources and services, and explore ways to align and complement our workforce efforts.
- Outreach to communities and workers most impacted by the pandemic to better understand their needs and inform service and system changes.
- Tailor programs and services to those looking to re-career from jobs in food service, hospitality and retail sectors.
- Increase focus on the construction sector, particularly with respect to equity and participation of women and People of Color in the construction trades. Build on agreements that generate local funding to increase pre- and apprenticeship programs that aim to diversify the construction workforce.
- Build stronger ties between core WIOA programs and WSPM to address the needs of target populations, including People of Color, those with disabilities and individuals with low basic skills.
- Develop and expand on industry driven and funded training programs. These programs have supported industry's desire to diversify their workforce, provide career pathway employment opportunities to low-income customers and are a sustainable program model.

- The WSPM Gresham Center has moved to Rockwood Rising, a new community facility that will provide additional space for workforce services, incorporate new community partners and offer more accessible public transportation options for customers.
- The WSPM Tualatin Center has also moved to a location in Tigard and will open to the public after the Governor’s mandated pandemic safety order has been lifted. The new location was selected after an analysis of community demographics to determine a location where workforce services will make the greatest impact. New partnerships are in development with Tigard area businesses and organizations. Community outreach will be conducted to inform area residents of the new location and services.
- WSPM SE will move to a new location in SE Portland in the Spring of 2021. While the Center will be located in the same community as the prior location, the new building offers significantly more space for partner co-location, an open and welcoming environment and will be updated with modern furniture.
- Update the Memorandum of Understanding with Core WIOA Programs

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

In 2019, prior to the start of the pandemic, there were 12,873¹ youth (age 16-to-24) in the Portland-Vancouver region were neither in school nor working. This accounts for approximately 9 percent of all youth in the region. Although data for 2020 is not yet available, the number of disconnected youth is likely much higher today. Worksystems invests funds to support disconnected, low-income youth, ages 17 – 24 (referred to as Opportunity Youth) through a system known as NextGen that emphasizes work readiness through real on-the-job experience and training and supported entry level occupations in industries that offer career track employment. We procure for agencies with cultural expertise and trauma-informed practices to recruit and support specific youth populations including homeless, LGBTQIA, BIPOC, and justice-involved young people.

NextGen organizations provide one-on-one coaching and support to help youth navigate services, develop a Career Plan and achieve their training and employment goals. Youth receive up to 3 years of services that spans the completion of their secondary credential to post-secondary education/training or career pathway employment. This systemic approach is built on a common work readiness curriculum called New World of Work, adopted from the California Community College system.

Youth need opportunities to learn critical workplace skills that can only come through real work experience. The devastating impact of the COVID-19 economic crisis has disproportionately impacted youth. In Oregon, young workers were more likely to file for unemployment than older workers. Many of the entry level and service jobs that typically serve as an entry into the workforce have been lost. Missing out on early work experiences can have long-term negative effects on employment and lifetime earnings. As we begin to recover from the

¹ Source: US Census, American Community Survey

pandemic, we will continue to focus significant time and resources to support meaningful, paid work experiences to help young people develop the skills necessary to succeed in today's world of work. Youth learn new skills in a real work environment, connect with supportive adults, and build an employment history.

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 area high schools and community organizations across the region. In 2018, SummerWorks placed 1,045 youth in jobs and participants earned a collective \$212,320,866 in wages with 83% successfully completing their work experience. About 30% 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.

Next Steps

Alignment with WSPM – Youth ages 17-24 are now co-enrolled in NextGen and WorkSource. This allows youth to seamlessly access both youth and adult services to meet Career Plan goals. We have piloted requiring the co-location of NextGen agency staff at WSPM Centers. We found that NextGen providers newer to our network benefited from a ready source of referrals while long-standing partner agencies with less need for referrals found that co-location reduced time available for one-on-one coaching. Although we have since removed the co-location requirement, some youth providers have continued to house staff in WSPM Centers. In addition, Centers all have formal processes in place for referrals to NextGen providers.

Continue Sector Bridge Programming – Worksystems' Sector Bridge programming provides industry-specific training to help youth gain the education, skills and credentials needed for employment in high-wage, high-demand occupations within one of our four target sectors: advanced manufacturing, healthcare, construction or tech. These trainings will continue as they have proved successful in helping youth explore potential careers while building the pipeline of workers needed by regional employers.

Improvements to Work Experiences – We undertook a significant effort this year to gather community input on our administration of work experiences. Several recommendations for improvements emerged from this process and we will be working to implement suggested changes over the next two years. These include integration of paid work experience activities into career pathways, leveraging work experience into pre-apprenticeship and apprenticeship programs, providing more robust next steps planning into college or career for work experience completers, working with local funders to diversify work experience opportunities, increasing focus on disadvantaged youth, building private sector employer participation, and streamlining and simplifying the application process. We have merged the administration of OJTs, work experiences, internships and job shadowing into one overarching initiative which will serve both WIOA youth and adults.

Section 2: Strategic Vision and Goals

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

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

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 offering living wages, comprehensive benefits, and career pathway employment. For companies who do not, we will support them in meeting quality job benchmarks. And we must 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 2019, a wide variety of stakeholders have given their time and input into casting 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 extremely grateful for the contributions of these individuals and the organizations they represent and look forward to continuing to work together to implement the local workforce plan.

Through a variety of partner and community input, we established 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

The following are our 2020-2024 goals:

- 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.²

In addition, Worksystems has worked with the Workforce Southwest Washington and the Clackamas Workforce Partnership under the umbrella of the Columbia-Willamette Workforce Collaborative (CWWC) to align goals and establish a partnership to support and develop regional talent, align with regional economic development initiatives such as the Comprehensive Economic Development Strategy, and promote quality jobs.

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

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

Vision

Equitable Prosperity for All Oregonians

Mission

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

Our Plan supports the vision of the WTDB and is specifically focused on building a more equitable, coordinated and adaptive regional workforce system that supports and honors our diverse communities and fosters a stronger and more equitable future for our region.

The COVID-19 pandemic has resulted in the steepest economic downturn since the Great Depression. The onset of the pandemic caused regional unemployment claims to reach nearly 202,410 and experts predict the region will not return to pre-pandemic job levels until 2025. While the full impact of the pandemic has yet to unfold, Black, Indigenous, and People of Color, women, immigrants, disabled individuals, younger, less educated, and lower-income workers have disproportionately suffered from the health and economic devastation caused by the pandemic.

The COVID-19 crisis has also revealed serious flaws in the systems intended to serve and support people during difficult times. More than 15,660 are currently unemployed, a 110% increase from January 2020. Thousands more are behind on rent, struggling to put food on the table, and running out of options. When you unpack the numbers, Black, Indigenous, and People of Color, immigrants, women, and lower income workers are once again disproportionately bearing the brunt of the impact and suffering most when the safety net fails.

To return from the COVID-19 crisis as a stronger region, we must strengthen our commitment to those residents most impacted by the pandemic. We can’t go back to the way things were. The current and historic inequities

² Barriers may include income, houselessness, race, disability, LGBTQIA, foster care, the juvenile justice system and life circumstances that qualify youth for public assistance.

highlighted by the crisis cannot be allowed to continue. This will require a fundamental redesign of the programs and services that make-up our regional workforce system. Without question, this redesign must put racial equity and front-line workers at the center. The redesign must also put decision making and solution building as close to the community as possible - allowing local voices to respond to local economic circumstances, priorities and needs. The redesign must support equitable economic recovery that is strategically responsive to the current economic context and promotes the creation of high-quality regional jobs.

Responding to a crisis of this magnitude will require unprecedented collaboration among multiple stakeholders, including governments (at all levels), community-based organizations, businesses, labor unions, philanthropy, economic development, and educational institutions.

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

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

Our goals, strategies and investments directly align with and contribute to the achievement of WTDB objectives.

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 and use the 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 on-line learning, digital badges 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.

- 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.

2.4 Describe board actions to become and/or remain a high-performing board. These include, but are not limited to, four categories with accompanying indicators, based on national best practices and characteristics of high performing local boards. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

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

Data Driven

Worksystems is 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
- Analysis of Disconnected 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.worksytems.org/research.

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+ 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 to increase our regional capacity to generate and analyze high quality research in support of our common community development goals. This Committee is under the umbrella of the Columbia-Willamette Workforce Collaborative, a partnership lead by the three Workforce Boards representing the broader Portland-Vancouver metropolitan area.

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. Our program results are available on-line at www.worksystems.org/our-expertise.

Strategy

The Board regularly monitors progress in achieving Plan goals and related objectives. Each quarterly Board meeting is dedicated to one of the 4 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 on-line at www.worksystems.org.

Our Board has been recognized as a national leader and innovator in workforce development by a number of 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 and the National Skills Coalition.

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 Department 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. Worksystems contracts with a network of 29 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, Employment Department programs such as SNAP E&T and RESEA are frequently not aligned with local priorities, the needs of target populations and/or partner organization networks. Local areas need to better understand state managed resources, outcomes and how these can be more effectively deployed to support local efforts.

Business and Sectors –Worksystems has long used a sector approach to engage business and guide our training investments. Over the past few years, we have broadened our strategy to align with our workforce development partners in Clackamas county and SW Washington state to better serve the needs of our combined labor shed. 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 Workforce Development Boards representing the Portland – Vancouver Metropolitan Area have developed a unified approach to serve industry, support economic development and guide public workforce training investments. 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, to coordinate ideas and strategies, to pursue resources and fill gaps, to 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 workforce solutions to meet the customized needs of industry.

In partnership with the Collaborative, Worksystems will support 4 target sectors during this Plan period: healthcare, advanced manufacturing, tech and construction. In partnership with industry, we will 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 4 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 have been 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 outreaching 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, connectivity to WorkSource, among other services.

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.

Programs

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 providing population-specific career coaching and support services to support customers engaged in workforce training activities. 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 industries with openings in high demand occupations that provide pathways to middle-wage 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 ten providers (and counting). Current EOP providers are: Central City Concern, Constructing Hope, Human Solutions, IRCO, Latino Network, Oregon Tradeswomen, 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 Department of Community Justice](#), Washington County Community Development and the [Joint Office of Homeless Services](#). Eligible participants engage in coaching, skill development and training in order to achieve career pathway employment. In addition to supporting this network of community-based providers, Worksystems aligns resources available to EOP participants through [WorkSource Portland Metro \(WSPM\)](#). Systems alignment has created a successful shared customer model that includes essential wrap around 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.

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

The Board's 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.

2.6 Expand on how Worksystems' board is prepared to respond to future significant changes in the local area due to major events (e.g., the COVID pandemic, etc.).

To be responsive during the COVID-19 crisis, Worksystems built on longstanding Board practices and guidance, including tapping innovative funding, making cross-system connections (childcare and housing, for example), activating local and regional partnerships, engaging business, connecting to economic development, using data and evaluation to improve and evolve services, and being able to quickly course correct and respond to changing circumstances and community needs.

Our approach to workforce development has been identified and featured by some top national workforce organizations, including Jobs for the Future, the Brookings Institute, the National Association of Workforce Boards, the US Conference of Mayors Workforce Development Council, and the National Fund for Workforce Solutions. Just last year, Worksystems received the 2020 HUD Secretary's Award for Public-Philanthropic Partnerships for our work with Meyer Memorial Trust to integrate housing and workforce services.

Our ability to rapidly modify services and activities in response to the pandemic reflects the creativity and resilience of our organization and the system we support. In less than 2 months, we transitioned all services to a virtual environment (internal and external), including deploying more than 500 computers and internet access across the region, setting up multi-lingual virtual career coaching, applying for, receiving, and distributing millions in small business support, rental assistance, childcare, and family support payments. This reflects the broad partnerships we have developed and deep confidence in the organization's capacity to effectively support regional workforce and related needs. Our approach and partnerships positioned us to effectively respond to the COVID-19 crisis and will serve the region well as other major challenges emerge.

Section 3: Local Area Partnerships and Investment Strategies

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

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

To support coordination and communication within this multi-partner, multi-center "integrated" system, we established a Local Leadership Team structure that includes management from all integrated, onsite partners. All core program agencies participate in the Local Leadership structure.

The current structure is:

1. Regional Leadership Team: An agency-level meeting between Worksystems and OED, established to oversee the integration of Oregon Employment Department and WIOA 1-B funded services at the regional level.
2. WorkSource Management Team: A joint management forum of all co-located, "integrated" partners within the WorkSource Portland Metro system established to ensure that all Centers are working together as a system and all programs and initiatives are seamlessly integrated.
3. Center Leadership Teams: Center-level meetings of onsite partners to manage operations and ensure that partners, programs, and initiatives are integrated.

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

The following partners are either directly participating in the delivery of "co-located" 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:

- Beaverton School District
- Black Parent Initiative
- Central City Concern
- Centro Cultural
- CODA
- Community Action
- Constructing Hope
- Domestic Violence Resource Center
- Dress for Success

- Easter Seals
- El Programa Hispano Catolico
- Experience Works
- Good Neighbor Center
- Goodwill of the Columbia Willamette
- Hillsboro School District
- Home Forward
- Home Plate Youth Services
- Homeless Veterans Reintegration Program
- Housing Authority of Washington County
- Human Solutions
- Immigrant and Refugee Community Organization
- Job Corps
- Labor’s Community Service Agency
- Latino Network
- Metropolitan Alliance for Workforce Equity
- Mt Hood Community College
- Multnomah County Department of Community Justice
- NARA
- Native American Youth and Family Center
- Neighborhood House
- New Avenues for Youth
- Oregon Commission for the Blind
- Oregon Department of Human Services – TANF and SNAP
- Oregon Employment Department
- Oregon Human Development Corporation
- Oregon Tradeswomen
- Portland Community College
- Portland Youth Builders
- Reach CDC
- SE Works
- Self-Enhancement, Inc.
- The Contingent
- The Urban League
- YWCA
- Title II Adult Basic Education
- Vocational Rehabilitation
- Washington County Department of Community Justice

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

In Spring of 2019, with the support of the Operator, the Board convened several core program partner summits in Multnomah and Washington counties. The intent of the summits was to map the current system landscape to determine which partners were co-located in WorkSource Centers and which partners had an established formal customer referral process between programs. Each session began by reviewing WorkSource Center customer flow data. The data and customer demographic information gave core program partners an idea of how many common customers were accessing Center services.

The groups also mapped the WIOA defined career services that each organization provided to common customers with the goal of identifying areas of duplication and/or gaps. The group members identified three service areas to work on collaboratively:

- Financial Literacy
- Career Plans
- Assessments

Financial Literacy was identified as a system gap as there were not any programs providing this service. While all programs provide Career Plans and assessments, these were selected as areas for comparison to determine whether there were opportunities to develop common Career Plans and assessments across core programs.

Prior to the pandemic, recommendations for alignment were discussed at bi-monthly WorkSource Management Team meetings. The pandemic has put this work temporarily on hold. Priorities shifted to implementing service provision in the virtual environment and then planning to reopen Centers for in-person services as soon as social distancing guidelines are lifted. Core WIOA partners are engaged in the work as it evolves and will be integrated back into WorkSource through Center-specific reopening plans. Moving forward, the focus of integrated service delivery will prioritize an equitable recovery for those most impacted by COVID-19. Service provision will likely change dramatically as we realize the efficiencies gained through virtual work while also offering in-person services to those who need them the most.

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

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, 1B and

partner organizations. For example, Goodwill provides basic computer courses at Centers throughout the Portland Metro Area.

The next Center certification is due on 6/30/2021. Recommendations for Center certification process improvements are currently being developed by the Oregon Workforce Partnership's continuous improvement subcommittee in partnership with Oregon's Workforce System Executive Team. These teams are undertaking a comprehensive review and revision of the WorkSource Oregon Operational Standards and outlining a process for Center certification that ensures alignment and accountability for WorkSource partners throughout Oregon.

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

The local board is required to determine whether local applications to provide adult education and literacy programs under Title II are consistent with the local plan and make 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 that prepare them for advanced education and training opportunities leading to industry credentials and/or directly to 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. Worksystems will review local applications for inclusion of these strategies.

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

Worksystems partners with Prosper Portland's Neighborhood Prosperity Initiative (NPI) and other local partners to support entrepreneurial skills and microenterprise services. NPI is focused on neighborhood-based community economic development involving an array of technical assistance, training and grants for local businesses. We worked with Prosper Portland to develop cross-referral processes between workforce and microenterprise for all partners within their Neighborhood Prosperity Initiative and Main Street Networks.

Five staff, located at Mt Hood Community College, Portland Community College, SE Works, IRCO and Urban League of Portland provide workforce services and referrals to business development programs and resources to over 1,200 NPI residents annually.

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

Worksystems closely coordinates with secondary high school and alternative programs. Of the eight 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 PortlandOIC Rosemary Anderson and Portland YouthBuilders. PortlandOIC 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 Hillsboro School District (HSD) to provide NextGen services to youth within HSD and the Beaverton School District. Our southern Washington County provider, OHDC, 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. Worksystems staff are members of the Tri-County School to Work Consortium, All Hands Raised Collective Impact Initiative, Opportunity Youth Collaborative, and the Portland Metro STEM Partnership. A primary goal for engagement with these groups is to ensure alignment, cooperation and coordination within secondary and post-secondary education efforts.

WorkSource Portland Metro

Worksystems contracts with Mt. Hood Community College (MHCC) and Portland Community College (PCC) to deliver 1B services at three WSPM Centers. Together, we have trained and placed tens of thousands of local residents and built a system that is responsive to the needs of regional workers and employers. Typical in-center services delivered by college staff include career planning, work readiness training, academic skill development, workshop facilitation, job retention and other support services. Professional education services and occupation specific skill development are also offered through scholarships and customized training usually delivered by the colleges either on a college campus or an employer worksite.

The colleges bring significant leverage to the One-Stop system in both staffing and resources for training through other grants and programs. The WSPM Beaverton/Hillsboro Center is located at PCC's Willow Creek Center as a leveraged resource that is public transit accessible and offers ample space for training and events connected to the WorkSource system. Trainings such as BankWork\$ and CareerWork\$ medical are each held at Willow Creek for no-cost.

Over the years, Worksystems and the colleges have worked together on several key programs and strategies:

Career Pathways – Worksystems was the initial funder and key partner in the development of career pathways. Today, career pathways are available throughout the State of Oregon and are recognized nationally as an effective model to enable low-income individuals to secure a job or advance in a high-demand industry or occupation.

The Columbia-Willamette Workforce Collaborative – Is a unique partnership that delivers a unified approach to serve industry and support economic development. The Collaborative offers a number of opportunities for the colleges and the region's Workforce Development Boards to work together to coordinate employer

engagement, develop industry intelligence and align efforts around common industry-driven goals. Since forming the Collaborative in 2008, we have received more than \$30 million in competitive grant resources to skill and train regional workers.

NCRC+/TalentLink – Worksystems was charged by then Governor Kitzhaber to establish the region as “certified work ready” and thereby better position us to meet employers’ workforce needs. To accomplish this goal, Worksystems convened an array of partners, including the colleges, to develop and launch Talent Link. Using the National Career Readiness Certificate and other tools, Talent Link creates a framework shared by WorkSource partners and employers that strengthens our ability to prepare job seekers and to meet employers’ workforce needs.

Aligned Partners Network (APN) –The Aligned Partner Network connects the public workforce system and local agencies to provide a coordinated progression of services that help disadvantaged and underserved populations move into career-track employment. This model integrates the strengths and services offered by the various partners within WorkSource, including community colleges, the Oregon Employment Department, and over 20 community-based organizations into a collaborative and systemic approach.

WorkSource-College Cohort Training – Worksystems partners with post-secondary education programs to develop cohort-based trainings for specific customer populations including wrap-around support services and collaborates in both the recruitment of participants and job placement upon completion. This model capitalizes on the strengths of college programs that integrate Adult Basic Skills with occupational skills training. Programs such as IT Ready produce A+ certified graduates for tech support roles and IRCO’s Immigrant Nurse Credentialing program certifies foreign nurses to meet the Oregon Nursing Board’s standards. Local WorkSource Center staff are aware of these system trainings and serve as an outreach mechanism to connect job seekers to these opportunities.

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

As job seekers progress through basic services into more intensive services through WSPM, barriers to engagement often present themselves as a problem for successful completion. 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, optical, parking, personal care, professional membership and licenses, test preparation and fees.

Community resources are the primary source for support service needs. Referrals are made to programs such as SNAP, housing resources, Dress for Success and other community based social services. A recent addition to our partner referral network is TriMet’s Low Income Fare program. In the summer of 2018, each of the five WSPM Centers were designated as TriMet Low Income Fare eligibility sites. Staff were trained to conduct eligibility and began offering this service to low-income residents. Once an individual is deemed eligible, they receive a 70%

fare reduction for a two-year period. By the end of PY18, WSPM had conducted Low Income Fare eligibility for more than 8,000 customers.

When partner resources are not available, WorkSource staff assess individual need 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 support 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 prerequisite registration process, support services are used if no other resources are available.

All support services are tracked in the participant's I-Trac record. In addition to the required payment documentation, a case note must be attached to the payment that describes:

1. Justification: How or why the support is necessary to enable the customer to engage in WorkSource services.
2. Lack of other resources: Case note how other resources were determined to be unavailable.
3. Timeframe: Indicate the timeframe covered for the support services.

When support services are paid directly to the participant, a signature that acknowledges receipt of the support payment must be on file with the back-up payment documentation.

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

There is no one-size-fits-all approach to building and sustaining the skilled workforce necessary to support a thriving community. For years, we have worked to build the capacity of WSPM to successfully serve the most vulnerable in our region. We believe the public workforce system must be responsive to the needs of all job seekers, but especially low-income and other underserved residents including those receiving public assistance, those with low basic skills and communities of color.

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 have championed and supported proven, innovative service strategies (APN, Career Pathways, TalentLink, Connect to Jobs for Ex-Offenders, Career Mapping, WorkSource Liaisons, etc.) and have pursued and obtained funding to achieve this goal (see section 3.13). Under this plan, we remain focused on building the partnerships and strategies to most effectively serve the following target populations:

- Low-income persons
- 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

The public workforce system provided services to the following in PY 2019:

Of 6,575 new enrollments in WSPM, July 2019-June 2020

Low-income persons	314
Ex-Offenders	1,113
Homeless persons	870
Disabled	799
People of Color	3,015
Veterans	277
Public assistance recipients (SNAP)	122
Public assistance recipients (TANF)	69

Of 29 new youth enrollments, July 2019 – June 2020:

Youth disconnected from school or work	22
--	----

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 with professional backgrounds, homeless and housing insecure, and people without a high school diploma. Services and placements are tailored to address the unique barriers of each customer. Within the framework of the homelessness crisis in the metro area, 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. Targeted populations have historically been screened out of these opportunities and without the network of providers that are population-specific and person-centered, there would not be as many options available to targeted populations locally.

A Home For Everyone Targets Homeless and People of Color

The A Home for Everyone (AHFE) EOP program features coaching capacity for over 240 customers annually, all of whom are homeless or housing insecure at the time of enrollment. There are 4 funded elements of this employment services network: 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 in a hub accessible to all career coaches. 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 (SNAP, TANF) at the time of enrollment. This initiative increased the funding for culturally-specific providers during the last plan period and brought new providers in to the EOP network. All service providers in the network share employment and housing outcome targets. The inclusion of multiple systems of reporting and measurement has been aided by existing coordination meetings among coaches and management and the strong program fidelity and professional development across the EOP network of providers.

Worksystems' Diversity, Equity and Inclusion Plan

Worksystems is in the process of completing a formal Diversity, Equity and Inclusion Plan in partnership with facilitators from the Center for Equity and Inclusion. This Plan will provide a critical overarching framework for our staff and Board to ensure that our work is always centered in equity. Once completed, we will begin work with our partners to examine service delivery and accessibility within the public workforce system using this equity framework.

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

Worksystems has identified healthcare, advanced manufacturing, construction and tech as our region's target sectors based on their overall employment in the region, growth projections, wages and career pathway opportunities. Worksystems is currently convening sector partnerships in healthcare, advanced manufacturing and construction. We will engage with the tech sector again with an IT focus during this plan period. Worksystems has used elements of the NextGen sector partnership model in all of our sector convenings and will continue to adjust our approach to sector partnerships based on the needs and interests of businesses and partners.

As we move towards an economic recovery there may be additional opportunities for new sector partnerships outside of the four targeted sectors noted above. We need to be dynamic and responsive to adapt to the shape of the recovery in an economy where some sectors may not quickly recover, and workforce demand shifts to other sectors that see growth in middle-income employment. Growth driven by public investments and public policy suggest that there may be such growth in clean energy, public sector employment related to housing and homelessness, and transportation and logistics. We will evaluate whether to include these and other potential sectors following our approach outlined in section 3.12 below.

The full impact of the pandemic on many local sectors is still unknown, however, the majority of impacted workers come from low-skill and low-income occupations. Occupations like truck driving, which is projected to have the highest 10-year growth of middle-income jobs with median wages over \$23/hour and is comprised primarily of workers with a high school diploma or less, represent opportunities with low barriers to entry and rapid return to work.

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

Worksystems prioritizes target sector investments and staff resources on strategies that align with the needs of target populations. One example of this alignment is our work with the construction sector to improve jobsite culture. In partnership with employers, labor unions, apprenticeship programs, and trade associations, Worksystems is supporting the development of strategies and policies that explicitly address the jobsite culture in the construction industry. An inclusive jobsite culture is critical to recruiting and retaining youth, women and People of Color to the trades. It also promotes safety, productivity and efficiencies. Industry, training providers and community stakeholders are all working together to develop and expand bystander intervention trainings on jobsites, develop common contract language to be enforced on public projects, and support the efforts of contractors and labor to develop zero tolerance policies to promote visible and lasting change in jobsite culture.

For the tech sector, we have revised previous strategies. Our past work with tech focused on software development occupations based on the industry's desire to diversify their workforce and move away from requiring traditional post-secondary education degrees to hiring based on job competency. While workforce equity goals and alternative on-ramps to careers were championed by sector businesses, in reality, entry into software development jobs for most WorkSource customers was not feasible. Sector businesses would not consistently hire from code schools or hire and train using models such as registered apprenticeship. As a result, we have shifted our focus to the IT side of tech as a more viable entry point for target populations and we will be convening sector strategies with IT businesses over this plan period.

For target populations, Worksystems has worked with partners to align systems for to support the needs of our shared customers from low-income, target population households. Housing insecurity and lack of housing is a significant barrier preventing vulnerable populations from engaging in and completing training as well as retaining employment. Additionally, parents of dependent children and especially single parent households (which are over-represented in poverty) need access to childcare in order to advance toward their career goals. The Aligned Partner Network (APN) provides employment and training services to many people who are homeless and housing insecure. Through work supported by local funders including Meyer Memorial Trust, Joint Office of Homeless Services, Washington County and the APN agencies, housing services hubs operate in both Multnomah and Washington counties to provide housing support and services during training and employment for target populations. The hubs also provide an important coordinating role between the network of community-based providers, rent assistance coordinators and career coaches to address differences in system terminology, eligibility, reporting and service models to breakdown system barriers and facilitate customer entry into pathways in healthcare, advanced manufacturing, tech and construction as well as other high-demand, low barrier opportunities such as trucking.

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

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

This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4)(A&B)]

- A. Staff from Worksystems and our partners in the Columbia-Willamette Workforce Collaborative are assigned to each of the four target sectors. These leads, in addition to being responsible for convening industry panels and overseeing workforce plan implementation, are charged with outreaching 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 through Back to Work Oregon and competitive grant programs, custom recruitment events, connecting to WorkSource and other services.

A multi-phase approach is used to engage industry for each target sector which integrates elements of the NextGen sector partnership model. 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.

Construction – Through the construction industry panel, Worksystems is engaging with industry leaders, employers, and trade associations to gather feedback and input to update the regional Construction Workforce Plan. The revised plan will be completed by May 2021.

Healthcare – The healthcare industry panel convenes quarterly and has been active since 2012. The panel includes, the 5 major hospital systems, community clinics, long-term care facilities, healthcare educators and healthcare associations from throughout the Portland metro region including Multnomah, Washington, Clackamas and SW Washington counties. Employer partners drive the healthcare initiatives with supportive data from local economic development partners. Recent activities include:

- Work with SOWIB to promote a Registered Medical Assistant Apprenticeship program in the Portland Metro Area. Launching Spring 2021.
- Designed, developed and implemented an Incumbent Worker Program with the 5 major hospital systems. Over 200 workers were trained, 80% passed exams and 71% were promoted into clinical positions. The targeted population was People of Color and immigrants working in non-clinical healthcare roles, mostly in-service positions.
- Coordinated cohort training for Medical Assistants, Phlebotomists, Pharmacy Techs, Medical Coders and Billers and Peer Support Specialists.

Advanced Manufacturing – The advanced manufacturing sector partnership is in year 2 of implementing their three-year workforce plan. The pandemic created the need to reevaluate support for the industry and in the fall of 2020, board staff surveyed local manufacturers to assess how they have been impacted by the pandemic and identify areas where support is needed from the workforce development system.

Several common themes emerged from this survey: (1) manufacturers have difficulty finding qualified and interested candidates, (2) manufacturers have an array of current employment opportunities, and (3) manufacturers have taken significant measures to secure and provide adequate personal protective equipment (PPE) for the safety of employees while maintaining production cycles. The survey also revealed that manufacturers attribute difficulty in attracting new workers to factors such as starting pay, childcare and overall safety concerns within facilities.

Partnerships with the Oregon Manufacturing Extension Partnership (OMEP) and the Technology Association of Oregon (TAO) have brought resources to manufacturing partners including a series of virtual workshops on topics such as PPE, cybersecurity and workforce services.

Tech – Worksystems continues to work with tech sector businesses on grants such as TechRise PDX and coordinating the NW IT Apprenticeship. However, there is not currently a formal sector partnership with tech in the way we are working with the other three sectors. A shift in focus from software development companies and occupations to the IT side of tech has prompted a reevaluation of our approach to the sector and the types of companies we plan to engage with. A plan for future tech sector partnerships is being developed and will be implemented in PY21.

- B. All sector partnerships involve extensive collaboration with WorkSource Oregon/Oregon Employment Department, including Trade Act, to recruit for training opportunities and place graduates. Each sector partnership has a strong focus on equity and works to cultivate employment opportunities for People of Color, women, 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 pilot program with the Oregon Employment Department to centralize and regionalize the business outreach and engagement arm of WorkSource. Worksystems is 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 provide coaching and technical

assistance to the RBS staff to ensure they can speak to the diverse array of resources available in the system for employers.

Through local funding from the City of Portland, Multnomah and Washington counties, Worksystems is working with local pre-apprenticeship programs to train over 150 pre-apprentices and connect them with careers in registered apprenticeship. This will enable a skilled and vetted pipeline to support the hiring needs of the local construction industry.

- C. 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 to name a few. We regularly attend GPI monthly business development meeting that includes representatives from Portland Metro economic development agencies, and we serve as the single point of contact for workforce services and labor force information to support regional recruitments. We also serve on GPI's Comprehensive Economic Development Strategy committee and regional COVID-19 Recovery Task Force. Prosper Portland co-funds \$3.3 million in workforce development programming annually with Worksystems 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.

- D. All WIOA 1-B providers are co-located with Oregon Employment Department staff and serve a common customer population. As a result, Business and Employment Services, Claimant Reemployment programs, and Rapid Response are co-located and closely aligned. Additionally, Trade Act staff have been relocated to local Centers.

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

Worksystems oversees millions of dollars in competitive grants and other resources outside of WIOA Title I that are directly leveraged into the public workforce system. These resources each have specific underserved populations targeted for services, and most have a specific industry focus. We administer all of the funds using WorkSource as the backbone for workforce service delivery, which means that the resources directly support customers walking in the front door of the public workforce system. Training dollars are integrated into each WorkSource Portland Metro Center to be leveraged and aligned with WIOA formula dollars.

Due to our community role in operating antipoverty employment programs, work experiences for youth, and providing employment services to homeless, SNAP recipients and other target populations, a large majority of our funding comes from outside of WIOA Title 1 funding. At present funding from the US Department of Labor

comprises only 42% of our total investment in the workforce development system, with Title I formula funding comprising less than one third.

The following are current initiatives supported with resources outside of WIOA Title I funding and state general funds. These initiatives will continue through the plan period and we will continue to seek opportunities to diversify the funding available to the WSPM, APN and NextGen systems.

CARES Act – Worksystems received over \$2.5 million in CARES Act funds from the City of Portland, Washington County and the Oregon Health Authority in the fall of 2020 to address community and economic impacts caused by the pandemic. The majority of the \$2.5 million was invested in the community between September and December due to the CARES Act expenditure deadline of 12/30/2020. Over \$1.5 million of the CARES funds were invested in safety net services such as rent assistance and household assistance payments and administered by Worksystems’ provider network. Traditional employment and training services provided through the public workforce system were in less demand as many individuals were more focused on meeting their basic survival needs. We anticipate these services and needs will not disappear immediately as we move into 2021 but have developed programs and processes to effectively distribute resources to the community where they are needed most.

SNAP E&T Grant – Worksystems has managed a SNAP 50/50 grant through State DHS and the US Department of Agriculture’s Food and Nutrition Services since 2016. We currently have a grant pending approval to integrate the SNAP 50/50 program with WorkSource Portland Metro. Last year, 27% of our enrolled customers were SNAP food stamp recipients – nearly 9,000 people. Many of the non-federal funds described below are invested in services for SNAP recipients and generate a 50% federal match that is then reinvested into more programming for SNAP recipients. The federal match has supported program sustainability and expansion of services.

The Oregon Employment Department manages a statewide SNAP E&T program and in 2019 began funding vocational training and support services for SNAP recipients. Worksystems will work with OED to set aside a portion of these funds to support APN and other targeted customer groups. We are currently working with OED to develop a process to streamline targeted customer access to these resources.

City of Portland, Multnomah County and Washington County Funds – Through CDBG (both counties) and City of Portland and Multnomah County general funds, low-income residents are connected to a network of career coaching agencies that serve populations in need of opportunity with various barriers to employment. The network is supported by Portland Housing Bureau, Prosper Portland, Multnomah County, Home Forward and the Joint Office for Homeless Services’ A Home for Everyone initiative. It is currently funded at over \$4 million by all sources and supporters. It specializes in addressing various targeted populations including English language learners, communities of color, those returning from incarceration, immigrants and refugees with professional backgrounds, homeless and housing insecure, people without a high school diploma or equivalent and people receiving SNAP food assistance. The services provided to the over 1000 customers served are individual career and occupational coaching, supportive services and set-aside scholarship funds for training in fields with pathways to advancement and accessible entry positions. The contracted, community-based career coaching providers include 10 agencies.

NextGen – Career development services for youth, funded by Prosper Portland.

SummerWorks – Public and private sector sponsorship that supports summer youth employment programming including funding for wages and program infrastructure costs.

CareerWork\$ – Industry-developed bank teller and medical office trainings to support the entry of low-income WorkSource customers into the banking and healthcare industries. Funded by hiring bank and healthcare partners and grants from the JP Morgan Chase and Biller Family foundations.

PREP – Program with the Washington County Jail serving inmate pre- and post-release. PREP is funded entirely by the Washington County Jail through June of 2024.

Health Careers NW – Oregon DHS districts 2 and 16 provide excellent coordination to serve Health Careers NW customers who are eligible for career coaching and training services as recipients of TANF, OHP or SNAP benefits. This federally funded program is designed to serve over 1,400 people by 2020. It is implemented with a \$12 million HPOG grant from the Administration for Children and Families, US Department of Health and Human Services. The program is designed with career and occupational coaching, supportive services, academic and job search navigation to support participants entering and/or advancing in 7 healthcare fields: dental, mental health, nursing, medical office, medical laboratory, allied health, and assistive technology.

Community-based service providers in Washington and Multnomah counties include Central City Concern, Community Action Organization, Housing Authority of Washington County, Human Solutions, IRCO, WorkSource Portland Metro Gresham, TANF JOBS program districts 2 and 16, and SE Works.

NW Promise – A \$6 million four-year grant, funded through the U.S. Department of Labor, Employment and Training Administration (USDOL-ETA), that seeks to train and place historically under-represented populations into healthcare and tech occupations with a career pathway into sustainable, living wage employment. Training resources are focused on the long-term unemployed, under-employed, incumbent workers, People of Color, English language learners, people with disabilities, low-income residents, and other populations facing barriers to employment. Increasing workforce diversity in the healthcare field is seen as an important contributor to these goals and has been a key area of focus for all employers within our local region.

TechRise PDX – is designed to prepare young adults (ages 18 – 29) with barriers to employment to enter and advance in local tech occupations with a goal of increasing the representation of women and People of Color in the industry. TechRise PDX provides career coaching, support services, career exploration, occupational training and other services to help participants secure tech jobs in the Portland metro area. TechRise PDX is funded in part by a \$4 million TechHire grant from the U.S. Department of Labor Employment and Training Administration. TechRise PDX started in July 2016 and is funded through February 2021.

Section 4: Program Design and Evaluation

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

Please refer to Attachment J for COVID Impact information.

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

WIOA requires core programs to provide access to its programs through the one-stop (WorkSource Portland Metro) system. We fully support this requirement and believe all programs will be strengthened by working more intentionally together. In accordance with WIOA, we developed and executed a Memorandum of Understanding (MOU) in PY17 with core programs that describes the delivery of services through the WSPM system.

Building stronger ties to Vocational Rehabilitation and Adult Basic Education services is essential to improving the WSPM system. Last year, more than 2,700 people enrolled in WSPM self-disclosed having a disability, yet there is no systemic connection to the services offered by the Vocational Rehabilitation system. Similarly, almost half of WSPM customers are basic skills deficient, but there is no articulated, systemic connection to WIOA Title II Adult Basic Education services.

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 APN is comprised of more than 20 different agencies and community-based organizations that ensure people with barriers have access to the services and support they need to be successful.

The model includes the following elements:

- **Intensive Career Coaching** – Provided by partner agencies and supported either through discretionary grants from Worksystems or leveraged staffing from partner agencies. Using a low staff person to participant ratio (approximately 1:35) allows staff to provide the intensive support and guidance the individuals with barriers need. They also provide supportive services 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, the 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 throughout the course of their time in the program.

- **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, including any new resources. Liaisons meet regularly with career coaches to review participant Career Plans, offer advice on next steps and provide technical assistance.
- **Specialized WorkSource Services** – We set aside 30% of the region’s formula training fund to support individuals within the APN. In addition to the full-array of services available to the public at large, we also create specialized services designed to meet the needs of this population. One example is PDX Metro Works, which places individuals in paid work experiences to help them develop the workplace skills and industry-specific experience necessary to be competitive in the job market.
- **Targeted Placement Services** – The OED Regional Business Services team is working with us to develop specialized job development services to ensure APN customers are placed in career track positions that meet their career goals. In addition to working with customers, OED staff will be communicating regularly with APN career coaches to share job opportunities, report back on customer progress and any additional work readiness needs the Coach can support.

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. Recently, we received funding from Home Forward to provide rent assistance to EOP participants who were experiencing homelessness or at risk of becoming homeless.

We also have received the Health Careers NW grant, a six-year program funded by US Department of Health and Human Services that connects public benefit recipients to training and careers in healthcare.

Moreover, we develop WorkSource services that directly serve the needs of barriered individuals including services for English language learner clients (Rosetta stone, a Job Readiness Workshop, and Job Club), and individualized placement for people with criminal histories.

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

We have been a long-standing proponent and supporter of career pathways as a means to help people, especially those with barriers, secure marketable credentials, post-secondary education and achieve family supporting employment. We look forward to helping strengthen our current career pathways efforts and exploring new ways to evolve and expand the model.

In September of 2017, Worksystems launched CareersNW.org, a website designed to promote employment and training opportunities in our four target sectors. In addition to the website, collateral highlighting career

pathways and labor market information was developed and distributed for use in WorkSource, NextGen and APN programs. We continue to promote the website to system customers, secondary and post-secondary partners as an interactive and engaging tool to explore career pathways and current training opportunities in the four sectors.

Worksystems focusses on career pathway development in high growth industries that include middle income occupations, pose low barriers to entry for job seekers, and offer and opportunities for career advancement including healthcare, construction, software/IT and advanced manufacturing. For example, in the area of healthcare, we launched CareerWork\$ Medical, a program offered through WorkSource that trains low income and diverse job seekers for clerical medical positions including reception, medical billing, etc. The program provides an intensive, twelve-week industry-specific course onsite at WorkSource Centers that culminates in a graduation event in which our hospital and clinic employer partners gain exclusive access to interview and hire new graduates. In construction, we have worked with the region's BOLI certified Pre-Apprenticeship Training Programs to offer pathways into construction careers through PATP training as well as supported direct entry into apprenticeship programs. Over the past year we have established ongoing PATP training delivered in Washington County to Washington County residents who previously lacked access to services or had to travel to Multnomah County to engage. And over the past year in Multnomah County, we have facilitated the siting of Oregon Tradeswomen, the region's largest PATP program, onsite at the new WorkSource Center at Rockwood Rising. In addition to these programs and offerings, we operate a variety of industry sector grants that provide start-to-finish Career Coaching services supporting progression through occupational training, placement in career-track employment, and retention and advancement. Examples include Health Careers NW (healthcare), TechRise (software/IT) , Communities Opportunity Enhancement Program (construction), and America's Promise (manufacturing) programs that support career pathways for thousands of WorkSource customers into target sector careers.

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

Worksystems currently follows State requirements for co-enrollment with WIOA Title III Wagner-Peyser. The Oregon Workforce Partnership has approved changes to the automated co-enrollment process currently managed by the State. Programming changes will disconnect the automated aspects and Worksystems will manage eligibility and enrollment through policy and I-Trac rules. These changes are scheduled to be defined and developed for statewide implementation during PY21.

Worksystems co-enrolls with the Aligned Partner Network, a network of 29 community-based organizations working integrally with the WSPM system. Creating a common customer through co-enrollment allows our workforce system to maximize its expertise and our resources in delivering services to our customers. The agencies involved in this collaboration provide opportunity for our workforce system to have a collective impact in our community by creating common goals for solving specific social and economic problems. Our integration with Wagner-Peyser, WIOA and community-based organizations through our Aligned Partner Network has been our approach to creating a collaborative, common structure.

The most important beneficiary of this unified approach is 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 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 supports.

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 at other community-based organizations to facilitate connection to SNAP E&T services and to support DHS customers in E&T programs. In PY20 Worksystems will work with OED to prioritize access to vocational training and support service resources provided under their statewide SNAP E&T grant for customers referred from APN.

Another example of co-enrollment is the partnership of Worksystems, Oregon Department of Education Early Learning Division, and Oregon Department of Human Services, Self-Sufficiency 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. An Employment-Related Day Care (ERDC) policy change supporting the demonstration of this alignment started in PY18.

The scaling up of this effort is ongoing and includes the addition of Child Care Resource and Referral (CCR&R). CCR&R staff will build relationships with the DHS Family Coach and bring knowledge and customer access to supports beyond ERDC to help 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.

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

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

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.

Continuous improvement takes the shape of year-long, scheduled, provider-facilitated professional development for process improvement and role clarity. These sessions combine WSPM Liaisons and community-based Career Coaches for the goal of tightly aligned services. Additional sources of continuous improvement available throughout WSPM include Technical Assistance offered by federal programs such as Health Profession Opportunity grant (HPOG) Affinity Group Calls, workshops and peer visits open to all HCNW subrecipients. The WSPM Operator contractor provides small group facilitation for WSPM providers and community partners including process design workshops; outreach planning coordination and evaluation of experimental approaches to customer-centered service delivery.

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

Worksystems manages the MyWorkSource site which provides WorkSource participants access to a variety of tools virtually. The interface gives customers access to more self-directed services and is an initial step towards a virtual WorkSource Center. Additionally, MyWorkSource facilitates easier access to public workforce system services for customers in remote and rural areas of the State. Tools include:

- 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

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

All WorkSource offices are ADA accessible and have technology available at the Centers to assist participants who need accommodations. Each year Center and program monitoring takes place to ensure that all offices are in compliance with ADA requirements. Through our integrated resources with partners, we are able to access additional supportive resources such as sign language interpreters, classroom technology, and other materials that may be needed to meet ADA accessibility requirements for job seekers to successfully complete activities.

D. Describe the roles and resource contributions of the one-stop partners by providing a summary of the area's memorandum of understanding (and resource sharing agreements, if such documents are used). [WIOA Sec. 108(b)(6)(D)]

Oregon's Infrastructure Finance Agreement (IFA) format was developed and approved by the State of Oregon Department of Justice in Spring of 2018. Since then, the WorkSource Portland Metro IFA (Attachment H) is executed annually and documents lease agreements in place between core programs as the basis for shared infrastructure costs. In PY19, there were four non-co-located core programs. A shared cubicle in a designated WorkSource Center was set up for non-co-located program staff to offer services to common customers at the Center. These core program partners will be billed for their occupancy costs annually.

One-stop partners provide seamless career services through WorkSource that leverage their individual organization's strengths, services and resources to support co-enrolled customers.

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

WorkSource uses the WOMIS database to gather intake information for registration into WorkSource. This information is populated into I-Trac and iMatchSkills for core programs. These two systems make up the WorkSource case management information system and are used by all one-stop partners. However, some core programs such as DHS, Vocational Rehabilitation and Title II Adult Basic Education use different systems for eligibility and case management and as a result, we are unable to track common customer services and outcomes between programs.

The State's work on the Performance Reporting Information System (PRISM) to coordinate service and performance reporting should be re-started with all WIOA partners. A great deal of work was completed in the

early 2000's that has not been kept up and/or has not continued to include local boards in the discussion. This system was meant to consolidate and reflect all partner activity under WIA/WIOA so there could be understanding of shared customer activity. The staff at OED that manage the system are very knowledgeable and led efforts to align customer and performance data consolidation which began to address the challenges of working with a variety of data systems.

4.5 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement occupational skill development expenditure minimum. Clearly state whether the local board will:

- A. Expend a minimum 25% of WIOA funding under the local board's direct control on occupational skill development.

OR

- B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.

Worksystems will use Option B. Department of Labor funding comprises less than half of the funding and resources we invest in our local workforce system, with WIOA formula funds comprising less than one-third. Taking an approach that goes beyond WIOA is an essential part of our strategy to address the scale of need for workforce training in our community and our approach of collaboration with public, private and community-based partners. Income beyond WIOA to meet the 25% expenditure minimum includes funding from local employers such as banks, hospitals, waste and recycling haulers, SummerWorks sponsors, private foundations such as JPMorgan Chase, Meyer Memorial Trust, Portland Partners for Justice and others. Other examples include local government Community Benefits Agreements that invest a portion of public works construction costs into workforce training to increase the number women and People of Color entering construction careers, industry sector training grants beyond WIOA and DOL such as the US Department of Health and Human Services (HHS) Health Profession Opportunity Grant (HPOG) and US Department of Housing and Urban Development (HUD) CDBG funding for Industry-Specific Training Programs (ISVT), municipal investments into internships for youth and young adults, and federal matching funds from the SNAP 50/50 program which provide match funding for most of these sources.

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

WorkSource Portland Metro 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 Regional Eligible Training Provider List (RETPL), and funding source requirements. There is not a set limit on ITA funding amounts. This is determined based on individual customer needs, Center training budgets and availability of leveraged resources. 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.

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. Informational Interview
 - d. Saved Prosperity Planner Enrollment Budget

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

- The training program must be on the Regional Eligible Training Provider List
- Participant meets the qualifications and prerequisites established for the training 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 the participants engagement in training.
- If the training program is Pell Grant eligible, the participant must apply for the Pell Grant. If awarded, the Pell Grant may be applied toward all Pell eligible costs outlined in the training budget and may be coordinated with the approved WIOA funding. Each grant may pay for their grant eligible costs. 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 (tuition, fees, books), 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.

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

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 training provider requirements and the costs associated with the training. Finally, the participant completes an informational interview with an employer who is hiring for occupations which require the credential he/she is 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.

Worksystems uses On-the-Job training contracts in line with WIOA and DOL requirements and guidance. Worksystems also uses Training Contracts as defined in TEG 19-16 to train cohorts of individuals for jobs in demand sectors or occupations. Cohort Training Contracts are typically funded through discretionary grants but customers are all WIOA enrolled and sometimes WIOA funds will be used. Worksystems uses Professional Service Agreements to outline training requirements for training providers. Customers for cohort trainings are recruited through the workforce system and self-select whether they want to engage in the training. If customers elect not to engage in specific cohort trainings, they may access ITA funds to support a training of their choice.

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

To ensure that Worksystems' training investments have maximum impact for both job seekers and the region's employers, Worksystems establishes a list of target occupations that reflect forecasted growth and opportunity. The workforce development system will focus investments and training services on these target occupations. This ensures that training services will be directly linked to in-demand occupations that provide a career path leading toward self-sufficiency. Target occupations will be identified as outlined below:

1. \$15/hour Median Wage
2. 2:1 training-to-openings ratio
3. Credentials available for the occupation can be obtained in 2 years or less
4. 50+ annual openings projected

There may be jobs that meet the criteria but are not included in the targeted occupations list based on relevant factors such as intelligence gathered from industry. Target occupations will be reviewed and adjusted as necessary based on changes in projected supply and demand and feedback from regional employers, Oregon Employment Department staff, and partner organizations.

We also maintain a list of approved regional training programs (the Regional Eligible Training Provider List) that offer training in these in-demand occupations. To be included on the list, training providers must demonstrate strong job placement outcomes and we prioritize approval of programs that train job seekers to enter our target sectors of construction, healthcare, tech and advanced manufacturing.

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

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 lay-off in the community, provide the following activities:

1. Immediate on-site contact with the employer of the affected workers.
2. Provision of information and access to unemployment compensation benefits, access to WorkSource services, Oregon Health Insurance Marketplace, employment and training activities and Trade Adjustment Assistance (if applicable).
3. Provision of guidance and/or financial assistance in establishing a labor management committee through Labors 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 other languages 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.

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

Worksystems' youth program 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, intensive services driven by a Career Plan. Each NextGen provider is required to make available all 14 program elements by providing them in-house or facilitating access to services provided centrally by the youth system.

To assist in outreach and program support of youth in our community, we have adopted local policy to support both:

In-school youth who require additional assistance to complete an education program or to secure or hold employment. To meet this qualifying employment characteristic, one of the following criteria must apply:

- Applicant has never held a job.
- Applicant is between the ages of 18 and 24 and has been fired from a job prior to program application.
- Applicant is deemed at risk of dropping out of school.
- Applicant has been placed on probation, suspended from secondary school, or expelled from secondary school.
- Applicant has repeated at least one secondary grade level.
- Applicant is behind the credit rate required to graduate from high school.

Out-of-school youth who are low income and require additional assistance to enter or complete an education program or to secure or hold employment. To meet this qualifying employment characteristic, one of the following criteria must apply:

- Applicant has never held a job.
- Applicant is between the ages of 18 and 24 and has never held a full-time job.
- Applicant is between the ages of 18 and 24 and has been fired from a job prior to program application.
- Applicant has quit post-secondary education without attaining a recognized credential.

Refer to Attachment E, incorporated into this local plan, for the policy.

Additionally, the Portland Metro local area has expanded its assessment of youth basic skills deficiency in line with WIOA regulations 20 CFR Part 681.290 to include:

1. Have English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test.

Or

2. Unable to compute or solve problems, or read, write or speak English at a level necessary to function on the job, in the individual's family, or in society. This may be determined by staff during the enrollment process while working with the youth when at least one of the following elements are observed (and therefore assessed):

- Information (in writing or through discussion with the participant) that an educational institution the participant engages or engaged with determined them to have a GPA at D or below within the previous six months.

- Qualifies for Special Education services or has an Individual Education Program (IEP) plan.
- Is enrolled in a Title II Adult Education and Family Literacy Act program, this also includes enrollment in English as a Second Language (ESL) class.
- Determined to be Limited English Skills proficient through staff-engagement and observation.
- Staff make observations of deficient functioning in completing forms, assisting in the development of a service strategy, or behaviors in group discussion settings.

Refer to Attachment G, incorporated into this local plan, for the policy.

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 the 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: services that provide labor market and employment information, comprehensive guidance and counseling, support services, follow-up services.

Career Mapping – A best practice developed by Worksystems and partners over a decade ago, the 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 the next steps and timeline. The Career Plan created through this process is updated regularly throughout the course of their time in the program.

21st Century Skills Development – Worksystems has trained youth system staff to deliver a work readiness curriculum called New World of Work, developed out of the California community college system. The curriculum focuses on the ten 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 that prepares, matches and places youth at public and private employers year-round. In response to input from stakeholders and local funders collected during facilitated listening sessions, we are piloted a more decentralized model for administering work experiences starting summer 2020.

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 (funders, government representatives, city councilors) 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 current NextGen contractors operate alternative schools. Two youth contractors operate social enterprises that incorporate entrepreneurial training and make available slots in these enterprises to other youth in the system.

Section 5: Compliance

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

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

Worksystems 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. We do not deliver direct services.

Worksystems manages the competitive selection of WIOA Adult, Dislocated Worker and Youth services in line with organization policy and procedures and Federal law and regulations.

Current WIOA service provision contractors were selected through a negotiated procurement that included a panel review of proposals with their recommendation moved to the Portland Metro Workforce Development Board for final approval. The review panels included Worksystems staff, Board members and community and funder stakeholders. The proposals were evaluated against criteria outlined in the solicitation.

Revised Federal rules allow for subrecipient agreements to be entered into based on a set of established criteria. We will continue to review and evaluate the requirements of the services that are to be provided through the one-stop system, the current provision of services, employer needs, and the needs of the participants coming into the system and will determine when it is appropriate to develop an updated competitive process to select appropriate service provision subrecipients.

WorkSource System

Adult and Dislocated Worker services, provided through the five WorkSource Centers in the Portland Metro area, were competitively procured in April 2018 for the service period beginning July 1, 2018. The subrecipient agreements are awarded each year dependent on available funds and contractor performance. Elements considered for contractor selection included:

- Experience and Demonstrated Success
 - Expertise and Experience
 - Prior Performance and Data Management
 - Leadership
 - Staff Management
- Service Elements and Staffing Plan
 - Coordination and Integration
 - Skill Development
 - Quality and Continuous Improvement
- Budget Requirement and Leverage
- Administrative Capacity

Selected contractors:

- WorkSource Portland Metro – East
 - Mt. Hood Community College
- WorkSource Portland Metro – Southeast
 - SE Works, Inc.
- WorkSource Portland Metro – North/Northeast
 - Immigrant and Refugee Community Organization (IRCO)
- WorkSource Portland Metro – Beaverton-Hillsboro
 - Portland Community College
- WorkSource Portland Metro – Tualatin
 - Portland Community College

Youth System

WIOA Youth service coordination contracts were competitively procured in June 2017 for the service period beginning October 1, 2017. The subrecipient agreements are awarded each year for up to five years dependent on available funds and contractor performance. Elements considered for contractor selection included:

- Organizational Capacity and Demonstrated Success
- Target Population and Geographic Area
- Program Design
 - career coaching
 - Implementation Plan for program services
 - Integration of Centralized services
 - Engagement with WorkSource Centers
- Management and Staffing
- Budget Narrative
- Administrative Capacity

In November 2016, proposals were requested for a single contractor to provide work experience services. This contractor provides centralized work experience coordination for both youth in year-round program services as well as coordinating the summer work experience program SummerWorks. Elements considered for contractor selection included:

- Organizational Capacity/Demonstrated Success
- Program Design and Components
- Management and Staffing
- Budget Narrative
- Administrative Capacity

Selected Youth service coordination contractors:

- Hillsboro School District
- Home Forward
- Immigrant and Refugee Community Organization (IRCO)

- Impact NW (contract subsequently terminated effective September 13, 2019)
- Latino Network (the subcontractor, Centro Cultural, became the subrecipient in August 2019; contract with Latino Network terminated)
- New Avenues for Youth
- Oregon Human Development Corporation
- Portland OIC
- Portland YouthBuilders

Selected Work Experience Coordination contractor:

- Immigrant and Refugee Community Organization (IRCO)

5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop centers.

In January 2018 Worksystems selected the Oregon Manufacturing Extension Partnership (OMEP) to serve as the One-Stop Operator. OMEP is an expert in Lean consulting and continuous improvement methodologies. The Operator has supported process improvement work related to the Welcome Process, customer feedback mechanisms and customer referrals to WorkSource from community-based organization partners. OMEP has also supported core program collaboration related to integrated service delivery, co-location and customer referral.

Per State guidance, in the first quarter of PY17 Worksystems submitted WorkSource Oregon checklists to the State documenting certification of the five WorkSource Centers in the region and implementation of the WorkSource Oregon Standards. Center certification entailed documenting partner programs and services available at each Center. Refer also to section 5.10 below.

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

See Attachment A. Senior Project Managers reporting through Program Managers to the Chief Programs Officer oversee subrecipient agreements with direct service providing organizations – including non-profit and community colleges – for the provision of WIOA services. Worksystems does not provide direct service to participants. Further, the separation of duties is outlined in Worksystems’ Consortium Agreement (Attachment I) and Board Manual (Attachment I-1).

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

See Attachment B.

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

See Attachment C.

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

See Attachment D.

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

Janice Frater
Director, Information Systems and Compliance
Worksystems, Inc.

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

Worksystems, Inc.

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

Measure	PY20 Adult	PY21 Adult
Employment Rate (Q2)	71.4%	71.4%
Employment Rate (Q4)	71.0%	71.0%
Median Earnings (Q2)	\$6,400	\$6,400
Credential Attainment	60.5%	60.5%
Measurable Skill Gains	51.0%	51.0%

Measure	PY20 Dislocated Worker	PY21 Dislocated Worker
Employment Rate (Q2)	71.4%	71.4%
Employment Rate (Q4)	72.0%	72.0%
Median Earnings (Q2)	\$6,800	\$6,800
Credential Attainment	63.0%	63.0%
Measurable Skill Gains	51.0%	51.0%

Measure	PY20 Youth	PY21 Youth
Employment, Education or Training Placement Rate (Q2)	63.5%	63.5%
Employment, Education or Training Placement Rate (Q4)	63.0%	63.0%
Median Earnings (Q2)	\$3,477	\$3,477
Credential Attainment	68.4%	68.4%
Measurable Skill Gains	51.0%	51.0%

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

Staff Oversight

Board staff evaluate contractor performance and effectiveness ongoing throughout the program year. Tools for this evaluation include:

- Review of real-time performance reports available through the data management system
- Monthly review of expenses to budget
- Quarterly narrative reports submitted by contractor staff
- Annual on-site monitoring of program, fiscal and compliance elements

Board Review

Fiscal and program activities and performance are reviewed at the Executive Committee meeting. The Local Workforce Development Board has standing committees engaged in strategic oversight activities in Youth, Adult and Business service areas. Additionally, Board members receive quarterly reports which provide detailed information on a variety of program areas; these reports are also available on Worksystems' website.

Center Review

Worksystems uses its Center Review process to assure quality service delivery and continuous improvement of the local integrated system that includes Wagner-Peyser, WIOA Title I-B Adult and Dislocated Workers, State SEDAF, and other partners. The review seeks to answer the question: How well are we serving our customers? Worksystems conducts a process for reviewing and certifying WorkSource Portland Metro Centers using a multi-pronged review process. Past reviews have included:

- On-site visits
- Review tool checklists based on integrated service design
- Customer satisfaction surveys of WorkSource Center customers
- Review and analysis of Center outputs and performance data

Information collected from the Center Review is presented to the WDB and findings are presented to each Center to continuously improve programs and services.

Public Access

Detailed program performance reports are available at the Worksystems website and are distributed to stakeholders and interested groups, organizations and individuals.

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

The local area has a WIOA Partner Memorandum of Understanding and Infrastructure Funding Agreement in place with all partners, including Department of Human Services' Office of Vocational Rehabilitation Services. State Office of Workforce Investments staff overseeing WIOA implementation have indicated they are working at the State level to negotiate an agreement with Department of Human Services for the state that will be shared with Local Areas for implementation. The Portland Metro local workforce area will follow all State guidance once issued; as of this plan publication date no additional information has been provided.

5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

The local plan was posted and available for public comment from February 12 to March 15, 2021 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 2020-2024 Plan at their September 4, 2019 meeting. The Draft 2020-2024 Plan was reviewed and approved for public comment by the Portland Metro Workforce Development Board at their October 11, 2019 meeting. The State, however, extended the 2016-2019 Plan through June 2021, in

response to the COVID-19 pandemic. The updated 2020-2024 Draft Plan will be reviewed and voted on by the Executive Committee on March 3, 2021. The Plan will be presented to the Workforce Development Board for approval on April 9, 2021. The plan will be submitted to the State on March 19, 2021.

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

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

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

The Portland Metro local area is confident of compliance with the elements noted above.

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

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

Attached to final plan.