

Workforce Innovation and Opportunity Act

Local Plan

The Willamette Workforce Partnership

Submitted by

Willamette Workforce Partnership

Board of Directors

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Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in eight (8) pages or less. The Oregon Employment Department's Workforce and Economic Research Division has a regional economist and workforce analyst stationed in each of the nine local areas. 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)]

The dynamics of the current economic condition are unique and will present a challenge to economic recovery. In the beginning of 2020, the Mid-Valley counties of Linn, Marion, Polk and Yamhill had reached their pre-recession employment peaks with nearly all industries experiencing job growth. Once the spread of COVID began, the low unemployment levels dramatically and drastically shifted to 13.2% in April and down to 7% by the end of 2020. This shift in unemployment only widened current difficulties in filling job vacancies and is leaving an uneven impact on employers and jobs across the Mid-Valley. Some sectors such as construction have bounced back from the COVID related shutdowns from earlier in the year, whereas others, such as restaurants are struggling to return to pre-COVID economic levels.

Before the onset of COVID-19, Willamette Workforce Partnership (WWP) identified four growing Mid-Valley industries as part of its sector strategy. These are Healthcare, Manufacturing, Warehousing Transportation and Distribution, and Construction.

Healthcare: The Healthcare industry is approximately 15 percent of the Mid-Valley's employment. The industry is experiencing a healthy growth rate by adding 46,300 jobs, the most of any sector statewide. Health care occupations tend to be the ones growing fastest, driven in large part by the aging population. Physical therapist assistants, physician assistants, and nurse practitioners are among the fastest-growing occupations in the region. Positions such as home health aides, certified nurse assistants, medical assistants, dental assistants, and pharmacy techs, occupations, which require less training and education than the more highly paid occupations, make up nearly half of all projected job openings in healthcare over the next ten years. The demand for certified nurse assistants, always high, in part because of the strenuous nature of the job, has become so critical that some employers hiring for this occupation have been offering sign-on bonuses in the Mid-Valley.

Transportation Warehousing and Distribution: The Transportation, Warehousing, and Distribution industry comprises sixteen percent of Mid-Valley industry employment, and some occupations within it, such as truck drivers and mechanics, are in many other industries as well. With COVID-19 and the rise of E-commerce, it is projected that transportation, warehousing, and distribution will continue to be one of the fastest growing industries in the Mid-Valley because of its proximity to the Interstate. Employer demand for truck drivers, forklift operators, warehouse managers, and skilled mechanics, especially diesel mechanics, is acute.

Manufacturing: The Manufacturing industry makes up ten percent of Mid-Valley employment and had experienced a long expansion phase up until COVID-19. In fact, in comparison to other industries, many manufacturers are closing or reducing their workforce. According to the Oregon Employment Department, it is anticipated that manufacturing employment will not pick up noticeably until the summer of 2021. Once the pickup of manufacturing begins, the overall industry job growth is projected to add 9,900 jobs by 2029, with most job openings occurring because of retirement – more than one-fourth of the Mid-Valley's manufacturing workforce, for example, is aged 55 or older. Employer demand for skilled workers in manufacturing is higher than ever as automation can perform many lower skilled manual and repetitive tasks.

Construction: The Willamette Workforce Partnership Board added the construction industry to its targeted sectors in early 2020 before the COVID pandemic. The Construction industry is projected to have a high industry growth rates driven by population and economic growth, low residential vacancy rates and associated rising prices. Even during the post-COVID economy, residential building construction expects to increase by 14 percent adding 2,600 jobs. Nonresidential building construction should increase by 12 percent adding 1,400 jobs. Building equipment contractors are projected to add 3,400 jobs, a gain of 11 percent. This includes contractors for plumbing, heating, air conditioning, electrical and other wiring installations. Building finishing contractors, which includes contractors for drywall and insulation, flooring, and finish carpentry, is projected to add 1,300 jobs (8%). It is expected that more than 20,000 job openings will occur in this industry over the next ten years and eight of ten of the “hardest to fill” occupational vacancies are in construction. In fact, nearly all occupations in the industry are on the “high demand” list because many of them require skills and extensive training.

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)]

The growth of services industries over the decades in the U.S., Oregon and the Mid-Valley, and the decline of goods-producing industries, means that in order to earn a good living, skills and education are more important to a job seeker than ever before. Slightly more than half the job openings in the Mid-Valley will require a job applicant to have a high school diploma in order to be competitive. One-in-five job openings will require an applicant to have postsecondary training (non-degree); one-fifth of the occupational job openings in the Mid-Valley will require an applicant to have a bachelor’s degree or higher.

Higher skills and educational levels are important to employers as well. Occupations requiring extensive training and education are always on the “hard-to-fill” list, as the skills and education needed to fill them are difficult and expensive to acquire. However, about half of the job openings in area occupations over the next ten years will require little in the way of training and education, and pay lower wages. Many openings high in demand, such as construction laborers, certified nursing assistants, and retail sales clerks, are hard to fill since they tend to pay lower wages and can be difficult, strenuous, and have irregular work schedules.

Within WWP’s targeted sector industries, educational and training requirements for job openings vary. In the health care industry, nearly a third of job openings will require an applicant to have a bachelor’s degree or higher in order to be competitive for a job opening. Another third will require non-degree post-secondary training, and 36 percent of openings will require only a high school diploma.

In the Mid-Valley’s manufacturing industry, 61 percent of job openings require an applicant to have a high school diploma; 16 percent require non-degree postsecondary training; and 14 percent of the openings require a bachelor’s degree. In order to be competitive for a position in the dozen or so high wage manufacturing occupations, an applicant will need post-secondary training or post-secondary education. Computer skills are more important than ever as more aspects of the industry are automated.

In transportation and warehousing, 66 percent of job openings require only a high school diploma while 22 percent require postsecondary training. Truck driver is an occupation that has long ranked as a high wage/ high demand occupation in the Mid-Valley and in Oregon. It is an occupation with high turnover due to long hours on the road coupled with being away from family for long periods. This dynamic ensures that long haul drivers are always in demand.

In the Mid-Valley’s construction sector, half of job openings will require that a job applicant have post-secondary training or an Associate’s degree. Post-secondary training is needed for 47 percent of construction job openings and three percent will require an Associate’s degree.

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)]

The unemployment rate in Oregon is unprecedented because of COVID-19. Recovery is underway in many areas; however, some sectors will have a slower recovery than others. This is due to many factors such as the makeup of a specific sector's workforce. Women held the majority of jobs in each of the three sectors with the largest initial losses, such as education, leisure and hospitality, and other services. The disparate impact to sectors where more women were employed was seen in the unemployment rates brought on by COVID-19. Since the COVID-19 recession began, the unemployment rate for women has consistently been higher than for men. In October 2020, the unemployment rate for women was 7.9 percent, compared with 5.9 percent for men statewide. The scarcity and expense of day care is often cited as a major factor contributing to the decline in female labor force participation, with the pandemic making it worst as many day care providers are limited in capacity and school closures in the Mid-Valley have increased pressure on parents, and more so on women.

Lower wage workers have also endured the most from the pandemic-related business shutdown. Many workers are unable to do their work from home and the longer the high unemployment rate persists, the higher the probability of these workers finding a job. In spite of historically low unemployment rates early in the year, the economy was not working well for everyone before the pandemic. This was especially so for workers on the low end of the pay scale, many of whom, in addition to earning low wages, had no health care or other benefits.

The poverty rate in Oregon is slightly higher than the U.S. The poverty rate in the Mid-Valley, is on par with the state, with Marion County having a slightly higher rate. This is significant because Mid-Valley residents with income at or below the poverty level had an unemployment rate of nearly 24 percent, five times higher than rates for those above the poverty level. This gap has increased significantly with COVID-19 and the shutdowns. Many of the unemployed do not have the education or skills to easily transition into another type of work. The Oregon Employment Department has been tallying the characteristics of recent unemployment claimants and found that 53 percent of them had only a high school diploma, or less.

Education beyond high school, licensure, and/or extensive job training are more important now for obtaining a good wage than in the past. On average, individuals with higher levels of education are unemployed less, earn more and have lower poverty rates than those with lower education levels. Educational attainment rates are a challenge for the Mid-Valley. Eighty-seven percent of Mid-Valley residents aged 25 or older have a high school diploma or equivalent, equal to the U.S. average but lower than the Oregon average of more than 90 percent. Nearly 13 percent of Mid-Valley residents have less than a high school, education level, again matching the national average, but higher than the state average of ten percent. When identifying the education need to the post-COVID recovery, according to latest Oregon economic reports, nearly half (46%) of the projected job openings in the Mid-Valley will require some sort of education beyond high school in order for candidates to be competitive in the hiring process. A bachelor's degree or higher will be needed for 19 percent of openings at the competitive level.

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)]

The Willamette Workforce Partnership (WWP) provides adult and dislocated worker services in six WorkSource Centers. Two Centers (Salem and Albany) are comprehensive, where all mandated partners are represented and mandated services available (Salem and Albany). Four are affiliate Centers (McMinnville, Dallas, Woodburn and Lebanon) which do not directly provide all programs and services. However, affiliate Center staff are knowledgeable about and make referrals to services offered in the comprehensive centers. Adult and Dislocated Worker services offered in the Centers are:

Exploratory Services: These determine job seekers' employment and/or training needs, and guide them to next steps. Job seekers are greeted, and then move on to a one-on-one meeting with staff where basic information about job seeker needs is determined, and job seekers are provided information about available services. Then, whatever next steps are appropriate are offered. These services are offered in all six Centers.

Career Services: These services help job seekers know their skills, how they match or do not match skills needed by the local labor market, and to know how to acquire needed skills. Career Services include the following:

- Skills assessments services, both work-related skills and essential skills such as motivation, can include assessments done by partner programs;
- Orientation to Title II Services (GED prep, ESL);
- Career planning services, which help job seekers identify and reach career goals – this may include the creation of an individual employment plan (IEP), which is a specific road map to help the job seeker become employed; may also include career exploration, through the use and analysis of labor market information, and/or career exploratory workshops;
- Job Search services, includes the use of all appropriate techniques for finding a job – staff will direct job seeker to “talent development” workshops, such as resumes, interviewing, etc., as needed; includes skill validation which is staff verifying job seeker motivation, work history, licenses, credentials, etc. that are required for a particular job;
- Placement assistance services; staff connects a job seeker with an employer who has a job opening. Employer feedback about the success of the connection is an essential part of this process, as staff uses the feedback to improve the quality of job candidates.

Training Services: Training services include:

- Adult Education and Literacy (GED and ESL, offered in partnership with Chemeketa Community College and Linn-Benton Community College);
- Talent Development Workshops; these include resumes, computer skills, interviewing practice, networking and social media, essential skills, study skills, and financial literacy;
- Skill Development Services – primarily organized programs of study leading to entry into an occupational field;
- On-the-Job Training: an alternative to classroom-based training; provided under a contract with an employer, where occupational training is provided for the WIOA participant in exchange for reimbursement, up to 50 percent of the participant's wage rate, for the costs of providing training and supervision;
- Transitional Employment: another type of work-based training with a private or public sector employer, normally for no longer than 200 hours of work, for those individuals who are chronically unemployed or have inconsistent work history, with a goal of helping the participant demonstrate success at work and develop the skills that lead to entry into and retention of unsubsidized employment; WWP pays the wage, typically a wage for an entry-level employee;

- Cohort training using training contracts (as described more fully in 4.7); training a cohort of multiple individuals for jobs in in-demand industry sectors or occupations.

Business Services: recruitment of qualified job applicants is the major service to businesses offered in the WSO Centers. Other business services are offered. These are:

- Customized training: This is the training of a number of potential employees of an employer, that meets the needs of a specific employer, with a commitment by the employer to pay a significant portion of the training cost and to employ trained individuals upon training completion;
- Rapid Response: This is a service offered to an employer who is laying off a substantial number of employees and coordinated by WWP’s Business Services Team with the state Rapid Response Team and assistance from Rapid Response Liaison in the WSO Center if appropriate. See 4.9 for a more extensive description.
- Incumbent Worker Training: WWP offers training opportunities to members of the High Performance Consortium, and individual grants to employers to train current workers. Employers report that one of their biggest needs is training middle managers and others internally who have been or are eligible for promotion. This creates opportunity for employees internally to be promoted, opening lower skilled, entry level positions up for new hires. Other specific training is funded for businesses seeking to expand their skills to improve their business health.

Weaknesses, Strengths and Capacity to Provide Services: WWP changed Adult and Dislocated Worker Services providers for two of its four counties on July 1, 2019, because of competitive bidding requirements, and this change stretched resources for the first few months of the new contract. In addition, WWP resources are spread over six centers, and the Board is implementing technology tools to help meet service needs. It is important to note that in WWP’s community outreach sessions held in fall of 2018, and in the extensive strategic planning process held in summer and fall of 2019, area employers consistently called out the lack of “soft” skills, that is problem solving, appearance, punctuality, critical thinking, etc., as a major lack among job applicants. The Board in its Strategic Plan is addressing this issue through its youth programs, by planning for stronger connections and partnerships with school districts and ESDs, and more meaningful and realistic work experiences for youth program participants, so that youth arrive at a first job prepared to problem-solve, be punctual, etc.

Many job applicants have issues with housing, transportation and childcare, and while this may not be a “weakness” of WWP’s service provision, the WWP Board has determined that they are critical to a successful job applicant, and that these issues need to be addressed. Strategy Three of the Strategic Plan directs WWP to participate as a workforce advocate in community discussions that address these issues.

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)]

The majority of youth participants enrolled into WIOA workforce activities have multiple barriers to employment. Many youth participants receive or have received public assistance within six months of enrollment (64%); are pregnant or parenting (15%); have a verifiable disability (18% - most due to mental illness or cognitive limitations); do not have a high school diploma or GED (85%); and are unemployed at the time of WIOA enrollment (90%). Other barriers, such as lack of transportation and childcare are substantial, and are identified in WWP’s Strategic Plan as needing attention. With many participants having multiple

barriers, workforce activities are designed to increase the youth's access to education and employment opportunities.

For youth without a GED or High School Diploma, re-engaging participants in secondary education is an emphasis in Mid-Valley youth programs. Service provider staff focus on enrolling participants in a local alternative high school program; hiring certified teachers for GED instruction; and create "bridge" programs, where youth receive college credit at the community college after GED completion. Because of these efforts, 46% of those without a GED at enrollment earned one. Another emphasis within youth program include occupational learning experiences with enrolled youth. The goal of these activities is to help youth establish a work history and learn skills needed to enter unsubsidized employment. A large component of occupational learning experiences includes providing youth essential skills (soft skills) training prior to being placed in a work-based training with a local business. Once a participant completes training, they are able to participate in 50 to 250 hours of internship with a non-profit or for-profit business that reflects their career desires. Industry tours of local businesses within targeted sectors and job shadows with local employers are also highly utilized. Lastly providing an adult mentor for a youth in a work placement or operating work-based training programs internally have yielded additional benefits for an occupational learning program design.

Successful models and best practices: WWP is continually searching for innovative services to expand on its current programs. One such effort is Maker Space currently operating in the Polk County youth program. This is a space where a number of small business opportunities are presented to youth, such as screen-printing and 3D design, and youth have an opportunity to learn these skills and make a product to sell. Another is called "Control Tower" with the Willamette Educational Service District. It involves a web-based platform where a high school student can meet with an employer and discuss job opportunities, and, eventually, a face-to-face meeting with the employer and a job offer. WWP's Business Services Director is assisting the project by helping to recruit employer participants. Another is the Albany Chamber of Commerce's Pipeline program, which introduces high school students to various industries through tours, then coordinates with Linn-Benton Community College and the WorkSource Center to provide labor market and career information about occupations and industries. Other efforts that emerged as a response to COVID include a Virtual Work Experience program that leverages Massive Online Open Courses and Integrated Education and Training models to create a remote project-based work experience for youth.

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)]

The following vision, mission and Key Strategies are the result of a two-year planning process that began in summer and fall of 2018 with four community outreach sessions, one in each of the Mid-Valley's counties, and a fifth virtual outreach session. Representatives of WWP's key partners and stakeholders, area employers, elected officials and WWP Board members attended these sessions. Attendees addressed the workforce system's strengths and weaknesses, and responses were collected and summarized in a WWP publication. The WWP Board adopted the strategic plan in November of 2019.

Vision: The Willamette Valley has a vibrant economy and prosperous communities through a dynamic, engaged and innovative workforce.

Mission: Through collaboration, training and outreach, Willamette Workforce Partnership efficiently drives results that lead to a skilled workforce, successful employers, and thriving communities.

In addition to developing a vision and mission, the board developed three main strategies with goals for the region.

Strategy 1: To invest in proven and innovative programs and partnerships that lead to a skilled workforce. The goals for this strategy include enhancing essential skills training and connections to Career and Technical Education for youth, designing service delivery and partnerships to enhance access to services, and expanding the impact of training dollars through partnerships.

Strategy 2: Offer workforce services that lead to a successful employer community. The goals for this strategy include engaging employers to identify needed skills and invest in job seekers to meet those needs, developing solutions to employers' current workforce challenges such as essential skills, retention, advancement, certification and training, and providing opportunities for employer-to-employer conversations and problem-solving discussions.

Strategy 3: Serve workforce system needs that go beyond employment and training services and that lead to thriving communities. The goals for this strategy include participating as a workforce advocate in community discussions that address housing, childcare and transportation issues, and serving specialized populations, including youth enrolled in high school, and connect them to workforce services

Youth participants are specifically addressed in strategy 1, as having a need for enhanced essential skills training, and more exposure to Career and Technical Education; in-school youth and the need to connect them to workforce services are identified in strategy 3.

Individuals with barriers to employment are specifically called out in Strategy 3 (specialized populations) and have been targeted by the Board by means of four awards to local organizations (work began in July 2019) to work with individuals with multiple employment barriers, to help them through the WSO Center processes, and ultimately, to gain employment. These contracts were designed specifically to serve underserved populations and take into consideration communities including BIPOC and people with disabilities. Utilizing the transitional

jobs program has proven successful with these contracts because it allows for individuals to gain valuable work experience. In early 2022, WWP will be publishing an RFP for these contracts again with an emphasis on serving historically underserved populations, people of color, and people experiencing disabilities.

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

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

Vision

Equitable Prosperity for All Oregonians

Mission

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

The vision and mission of the WTDB are similar to those of WWP’s Board, with different wording. WTDB calls for “prosperity for all Oregonians” and WWP calls for “prosperous” and “thriving” communities. In addition, through WWP’s three strategies and eight goals, the value of work, training and education is emphasized. For example:

- WWP strategy one calls for a skilled workforce through provision of essential skills training, which is an employer-identified critical need, and the importance of Career and Technical Education;
- WWP strategy two advocates helping employers with employee retention, the importance of certification, and training;
- WWP strategy three advocates help to in-school youth, to keep them in school and connect them, while in school, to workforce services.
- Underlying all of the strategies is a desire to communicate and promote the services funded and offered through WWP. The pandemic has afforded unique opportunities to reach populations not previously engaged with the board. Throughout providing pandemic related services, there have been strategies in place to publish information in languages other than English, and target services to underserved populations.
- Recruiting board members who represent the communities we serve is a priority for WWP. With terms ending and an opportunity to recruit new board members, there is a focus to recruit members who are allies of the LGBTQ and BIPOC communities.

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.

- Advancing equity and inclusion and connecting all of Oregon's communities (tribal, rural, urban and others): WWP Key Strategy 1 mandates investment in ensuring access to workforce services in all areas of the Mid-Valley. Currently WWP has six WorkSource centers, the largest number in a west-of-the-Cascades workforce area, and three are in rural areas. In addition to our WSO centers, WWP contractors serve participants in jails, probation offices, community centers, and online through MyWorkSource and telecommunication software, such as Zoom. This allows individuals who lack transportation, schedule constraints, or other barriers to connect with the services. The Strategic Leadership Team is a collaborative group that leads much of this work. Members of the Tribes of Grand Ronde and Siletz are members of this team to ensure connection between systems.

The pandemic provided opportunity to connect to communities hardest hit by the economic shut down. In the region, the WWP Executive Director is a member of the CORE team, a group convened by Regional Solutions. This team met regularly with the newly formed Mid-Valley Community Alliance. The goal of this collaboration was to identify how the public systems could more effectively and proactively serve BIPOC communities throughout the region. Specific outcomes were achieved quickly including enhanced engagement with decision makers, distribution of PPE, and access to other resources COVID related.

Moving forward, WWP will expand and build on what has been highlighted through the pandemic. Targeted outreach to minority and women owned businesses is already in place. The scoring rubric used for layoff aversion grants, for instance, scores minority and women owned businesses higher in the selection process. This is a direct result of watching and learning about how the pandemic shut down disproportionately impacted these businesses.

Service providers of WWP are held to achievement of Core Competencies. One of these competencies focuses on cultural responsiveness. This includes not just in serving participants, but as work teams and supporting and educating other team members on interacting effectively with professionals of other communities or environments, resulting in improved communication.

- Working collaboratively and expanding partnerships, especially public-private: WWP's Key Strategy 1 advocates for additional innovative partnerships. One of the most notable characteristics of Willamette Workforce Partnership is our ability to collaborate with private and public entities. As it applies to public partnerships, WWP continuously collaborates with Oregon Employment Department, Department of Human Services, Chemeketa Community College, etc., to braid Title 1 WIOA services into other areas of these agencies work. A great example have been contracts with Oregon Employment Department, Portland Community College, and Clackamas Workforce Partnership to offer Rethinking Job Search. For private partnerships, our involvement with local manufactures lead to WWP leading a Manufacturing Consortium for the region. The partnership with the transportation industry put WWP in a position to facilitate a new truck driver program with Chemeketa Community College in order to combat the lack of available truck drivers in the region. Lastly and most recently, through collaborating with the local Strategic Economic Development agency (SEDCOR), Marion County, and the Mid-Willamette Valley Council of Governments, WWP was able to offer over five million dollars of grants to support more than 600 businesses in the Mid-Valley affected by the COVID pandemic. The support WWP has showed businesses in the region resulted in WWP receiving the 2020 Business Partner of the year award from SEDCOR, the Economic Development Agency serving Marion, Polk and Yamhill Counties.

- Acting on bold and innovative strategies that focus on results: WWP Strategy 1 calls for innovation in programs that lead to results, that of a skilled workforce. With the introduction of COVID-19 and the drastic changes to our workforce delivery system, Willamette Workforce Partnership decided to embrace bold and innovative strategies to meet the unprecedented needs of the community. Some notable changes to the work include granting more than five million dollars in COVID-19 business relief grants to Marion, Polk, Yamhill, and Linn county businesses, creating a virtual work-based training program for WIOA youth and AD/DW participants, and connecting with Coursera to offer residents of the Mid-Willamette Valley access to more than 3,000 online training programs for free. In addition to the new strategies offered in response to COVID-19, the region has a history of collaborating with community partners to create innovative programs to meet job seeker and business needs. This includes the WWP's development of Rethinking Job Search and Rethinking Careers, Community Service Consortium's, Maker Space program in Polk County where WIOA youth can design, create, and market products and learn technological and entrepreneurial skills, and Willamette Educational Service District's Control Tower project that allows business and high school students to discuss job opportunities via a web-based platform.
- In the spirit of collaboration across workforce regional boundaries, WWP is engaged with the Northwest Oregon Works (NOW) workforce development board to develop a formal Memorandum of Understanding. This effort is in response to a desire to more seamlessly serve the Linn and Benton County region. These two counties are one labor shed and share a number of services and employers. Through the creation of an MOU, the board roles and commitment to collaboration will be intentionally defined and described.
- Aligning workforce system programs, services, and investments: WWP's Strategy 1 advocates aligning services with partners, a critical need in the face of declining funds and providing services in six WorkSource Centers. WWP has achieved better alignment of services by facilitating and driving leadership teams made up of multiple workforce programs within the WorkSource centers and contracting out serving those with multiple barriers to employment, to local organizations with extensive experience in serving this population.
- Increasing awareness access and utilization of programs and services: The WWP Board recognizes the importance of increasing awareness of programs and services by underpinning its strategic plan with the mandate to "Promote workforce system services throughout the Mid-Valley." Prior to COVID, WWP outreach activities included a newsletter, an annual publication called, State of the Workforce, and staff interactions and collaborations with organizations involved in workforce issues. Since COVID-19 emerged, efforts are dramatically increasing through the presence on social media, utilizing Search Engine Optimization to drive online traffic to the WorkSource center and WWP website, partnering with Salem Reporter to publish economic reports, and most notably, providing COVID-19 relief grants to the community which resulted in increased exposure in the community.
- Understanding the true wages required for self-sufficiency and advocating solutions that address gaps: WWP understands the needs for individuals and family to become self-sufficient. Key Strategy 3 of the WWP Board's Strategic Plan states "Serve workforce system needs that go beyond employment and training services..." the goal is to continuously participate as a workforce advocate in community discussions that address housing, childcare, health, transportation. The WWP Executive Director serves on the board of directors for the Early Learning Hub that serves Marion and Polk County, and is the co-chair of the Continuum of Care Collaborative Committee, responding to issues of homelessness in Marion and Polk Counties.
- Creating and recognizing industry-driven credentials of value including essential employability skills:

WWP recognizes the importance of industry-driven credentials and the value of expanding multiple pathways in order to be responsive to the rapidly changing workplace needs. This work promotes and funds credential attainment of incumbent workers from WWP-sponsored High Performance Consortium, as well as creates programs to address essential skills for adults and youth. Other goals of WWP that promotes this vision includes supporting and funding different forms of training for job seekers and youth. This includes classroom and online trainings that result in certificates, licensures, degrees, or micro-credentials that meet the needs of local employers.

- Increasing progress toward achieving Oregon’s Adult Attainment Goal: WWP understands the Oregon Adult Attainment Goal as increasing the number of degrees, certificates and credentials. In addition to what is mentioned above, WWP contractors have a strong focus on integrating GED services into local workforce programs. This includes offering GED prep assistance and training in all WIOA Youth programs and offering GED orientation or GED training at our local WorkSource centers.

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.

Communications between the WWP Board, WWP staff, and among partners and stakeholder are extensive and productive. The excellent communication between staff and the Board resulted in the construction of a performance “dashboard” in an easy to understand format that is reviewed at each Board meeting. In addition, the Board has three teams, the Business Advisory Team, the Financial Advisory Team, and the Program Advisory Team, which work with WWP staff and relevant partners and stakeholders to oversee areas of the work.

As a result of improved communication, the Willamette Workforce Partnership’s Board engagement with the work of WIOA generally is highly effective, and Board outreach efforts to the community and area employers are as well. The Board participated in all phases of the strategic planning process, beginning in summer of 2018 with community outreach sessions held in all areas of the Mid-Valley, and the extensive planning meetings held late summer and fall of 2019, that resulted in the WWP three Key Strategies.

Specifically: **The Board engages in data-driven decision-making:**

- The Board is positioned as the “go to” source for labor market information among community partners. A series of Board publications over the years, including “The State of the Workforce” publication, showcase goals, programs and projects that the Board undertakes and these publications are widely distributed to WWP’s community partners and employers;
- The WWP board utilizes the labor market information provided by the regional economist for decision-making – This region is represented by a regional economist who has been providing assistance to the board for more than ten years, is extremely knowledgeable about the region, attends all board meetings, and provides input into relevant board decisions.

This emphasis on data-driven decision-making informed the strategic planning process.

The work of the WWP is based upon **Strategy**:

- The Board has created a strategic plan; after a transition period which involved a major change in organizational structure, all is in place and WWP is moving forward with a more streamlined structure;
- The Board frames board meetings around strategic initiatives and utilizes a consent agenda.

As a result of strategic planning, the Board recognizes the importance of partnerships and their investments in the workforce system.

The work of the WWP Board is centered around **partnerships and investments**:

- The Board collaborates regularly with core partners and organizations beyond core partners;
- Multiple core partners have representation on the WWP Board;
- The board regularly collaborates with economic development organizations, chambers of commerce, councils of governments, education service districts and school districts in order to organize service provision effectively;
- A unique collaboration between the board and the unemployment division of OED came about as the result of a federal grant for a pilot workshop for unemployment recipients and the collaboration is continuing;
- The board expands contracted services to include local social service organizations to provide workforce services to those with multiple employment barriers;
- The Board is business driven and uses a sector-based approach to engaging local employers;
- The strategic planning process was Board and business-driven, with four community outreach sessions where local business leaders participated in the process, six in depth surveys of local business leaders, and an email questionnaire sent to an extensive list of public and private sector businesses, were part of an information-gathering process, and results were analyzed to aid in the strategic planning process;
- The High Performance Consortium is a long-standing and respected private business consortium led by WWP staff and driven by and benefitting participants;
- The Business Advisory Team is a standing committee of the WWP Board with membership from the Board and outside the Board; its focus is oversight of WWP business services to ensure that the needs of the region’s employers are being addressed by WWP.

In partnership with core partners, stakeholders in the workforce system, and Mid-Valley employers, the Board supports and invests its WIOA dollars in programs that include:

Programs:

- Efforts to enhance provision of services to individuals with barriers to employment. The Board recognized the critical need for enhanced provision of services throughout the strategic planning process. One specific Board response has been WIOA funding for four local organizations who specialize in serving those with multiple employment barriers, with a goal of getting them employed;
- The Board also recognized the importance of serving these individuals in its Strategy 3: to serve

workforce system needs that go beyond employment and training, specifically, to address housing, childcare and transportation issues. WWP leadership is actively involvement in early learning hubs in the region, organizations addressing homelessness, and efforts to expand transportation throughout the region.

- WWP Board has established policies, processes and criteria for issuing ITAs, which align with goals, strategies and targeted industries. WWP Policy for ITAs outlines the process that WIOA mandates for use of ITAs, and the WWP Standard mandates that potential ITA recipients will be informed about WWP’s targeted sectors, and will also be informed that training in targeted sector occupations receive priority for training.

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

WWP instituted a “dashboard” display, presented at each quarterly Board meeting, to monitor its workforce system goals. The one-page dashboard presents data on each of the employment goals for adult and dislocated workers and youth (where applicable) and these are; entrance into employment, retention, credential attainment and skill gains. Effectiveness in serving employers is measured in the dashboard by the number of trainees in consortium incumbent worker trainings, and in incumbent worker grants to employers. The dashboard presents a count of all adult and dislocated worker and youth services for the particular quarter of the program year. It calls out services to targeted sector industries for both Adult/Dislocated Worker and youth program participants.

This performance summary presented at each Board meeting has greatly enhanced the Board’s understanding of and ability to monitor performance and has helped to keep the achievement of its goals on target.

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)]

WWP's core partners assist in the coordination of strategies, services, programs and cross-referrals where appropriate to avoid duplication of services. To establish and outline partnership, WWP has formalized strategies, unified missions and key areas of responsibilities through the Memorandum of Understanding (MOU) with all core partners. In addition, WWP has formed the Strategic Leadership Team, comprised of regional area managers from each of the core partnership. These managers actively participate in creating, facilitating, and executing common goals aimed toward achieving objectives outlined in the strategic plan. In addition to the Strategic Leadership Team, the Local Operations Teams, comprised of front-line supervisors/managers in each of the WorkSource centers, analyzes the practicality of goals outlined by the Strategic Leadership and implements goal-oriented operations into the centers.

Through these efforts, Willamette Workforce Partnership and all core partners have a deep understanding of the current condition of workforce services offered within the region. This allows all decision-making entities to provide resources and expertise around specific educational and service needs of priority populations and ensures that all services are accessible to job seekers with barriers to employment.

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)]

Partners who are signatories to the WIOA One-Stop Partner Memorandum of Understanding are:

- Providers of Adult Education and Literacy services under WIOA Title II: Chemeketa Community College and Linn-Benton Community College
- Wagner-Peyser Services (Title III): Oregon Employment Department
- Higher Education Coordinating Commission
- Department of Human Services Vocational Rehabilitation Services: Office of Vocational Rehabilitation Services (Title IV)
- Carl D. Perkins Career and Technical Education Act of 2006: Chemeketa Community College and Linn-Benton Community College (Title II)
- National Farmworker Jobs Program: Oregon Human Development Corporation
- Job Corps
- Confederated Tribes of the Siletz
- Easter Seals Oregon
- Department of Human Services Self-Sufficiency
- Oregon Commission for the Blind

The contractors for Adult and Dislocated Worker services are Community Services Consortium (Linn and Polk counties); South Coast Business Employment Corporation (Yamhill and Marion counties). Youth services contractors are: Chehalem Youth and Family Services (Yamhill County); Community Services Consortium (Linn and Polk counties); and Interface Network (Marion County).

Other partners funded with WIOA grants from WWP work with individuals with multiple employment barriers and these are:

- Community Services Consortium (Linn County)
- Integrated Supports for Living (Marion and Linn)
- De Muniz Resource Center (Marion)
- MV Advancements (Marion, Polk, and Yamhill)

Additional partners include but are not limited to: Strategic Economic Development Corporation (SEDCOR); McMinnville Economic Development Partnership, county economic development offices of Linn, Marion, Polk and Yamhill counties; economic development office of Albany, Dallas, Salem, Woodburn and McMinnville; Chambers of Commerce of all cities in the region; School Districts of Salem-Keizer, Dallas, North Marion and Stayton; Mid-Valley and Cascade West Councils of Government; local and county housing authorities in the workforce region; Marion-Polk Early Learning Hub; Willamette Education Service District, Mid-Valley STEM Hub, Career and Technical Education Center (CTEC) High School.

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)]

WWP works with partners identified in 3.2 to support alignment of provision of services (including to youth and individuals with barriers) to contribute to the WTDB's defined goal of an educated and skilled workforce, meeting employers' skills needs, economic growth in the region, and self-sufficiency of participants. The WWP Executive Director is on the Board and Advisory Committees of a number of the non-core partners listed in 3.2, and WWP's Program Director, Business Services Director, and Business Engagement Manager attend and participate in regular meetings of many of the above listed partners.

Partners were a key part of the Strategic Planning process. To begin the Strategic Planning Process, the partners listed above were invited to a series of community outreach sessions held around the Mid-Valley, and many sent representatives to tell WWP about workforce concerns. As a follow-up, and part of the planning process, all were sent an e-mail questionnaire asking about WWP workforce services and how they were being provided; the response rate was robust. All suggestions were used to construct a workshop for WWP Board members, which resulted in the final Strategic Plan.

WWP has also demonstrated in 2.2 that its vision and goals align with and support those of WTDB.

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)]

A best practice in the WWP region is the creation and facilitation of Leadership Team as described in 3.1. Utilizing the One-Stop Operator to act as a facilitator, the region strives in working together to ensure that WSO services are continually delivered to the standards in a way that is reflective of customer demands. To achieve this work, WWP's One-stop Operator and Program Director monitors center data, including Google Analytics and phone traffic, and presents identified gaps and/or duplications to the leadership teams in order to facilitate conversations of continuous improvement.

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)]

WWP will work closely with Title II applicants as recommended by guidance received from the state for the next round of competitive Title II Program grants to ensure alignment with WWP's local plan.

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)]

The WWP Board coordinates entrepreneurial skills training and microenterprise service with the workforce area's two community college's small business development programs. For job seekers who collect unemployment, they receive information about Oregon Employment Department's Self-Employment Assistance Program.

Additionally, efforts are under way to bolster the connections between individuals enrolled in WIOA youth programs to entrepreneurial skills training opportunities throughout the region. One such effort is the Maker Space in the Polk County youth program. The Maker Space allows youth to design and create products using screen-printing or 3D printing equipment to which they can learn how to sell.

In addition to efforts within WIOA youth programs, WWP partners with local economic development partners to support the development and expansion of small businesses. Examples include participating in a startup boot camp where individuals can meet with business owners, corporate coaches, city leaders, and "angel" investors to work on development of a business plan. Additionally, in response to COVID 19, in partnership with a variety of economic development organizations, WWP distributed, over \$5,000,000 to small businesses during the COVID-19 shutdown. The grants offered to local small businesses were funded by CARES Act, cities, counties and the state of Oregon and were funneled through local business economic development partners and WWP for final distribution to local businesses.

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)]

WWP recognizes the need for communication and collaboration between business, workforce development, and education systems to advance workforce training in the community. WWP created the Business Advisory Team where education, workforce development, business, and business advocates can collaborate on unified training in the region. Current members of the Business Advisory Team include representatives from second and post-secondary education systems such as community colleges, Salem-Keizer, and Dallas Public School Districts, Salem Chamber of Commerce, SEDCOR, local businesses, and local government officials. Some notable efforts from this group include the expansion of the Construction industry as a targeted sector, the expansion of healthcare career pathways and paid internships, and the development of virtual and project based learning (a new design) for work-based training throughout the region.

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)]

The WWP Board recognizes that coordination of supportive services is important as many job seekers have numerous barriers to employment, including lack of transportation, access to technology, inability to afford adequate housing, childcare, etc., and WIOA resources alone are not large enough to meet the demand of assistance. As a way for WWP to serve individuals outside of limited WIOA funding, WWP and its contractors,

continuously braid funds with non-Department of Labor entities to offer additional support for those in need. Using this method, WWP has seen widespread recognition of the importance of such multi-sector, collective impact work through exploration of the intersection between workforce and other sectors. This model of leveraging and braiding funding has resulted in providing specific scholarships to job seekers receiving food assistance from DHS and offering additional resources outside of WIOA through contracts with local community based organizations.

Prior to the pandemic, there were encouraging trends regarding transportation in the region. The City of Salem added Saturday, Sunday and holiday bus service to its schedule. Large employers in rural areas of Polk County, such as Spirit Mountain Casino and Meduri Farms, created transportation system for employees. In addition, WWP's Business Services Director is working with the Mid-Valley and Cascade West Councils of Government to study the feasibility of express transportation from Wilsonville to Junction City in order to link smaller communities and benefit the mobility of jobseekers. There is an effort underway in Polk County to better coordinate transportation to job seekers; WWP staff participated in the initial planning efforts.

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.

In addition to the priority populations required by WIOA, such as Veterans and eligible spouses, low-income individuals, and those who are basic skills deficient, Willamette Workforce Partnership has focused efforts and resources on hard-to-serve populations that have multiple barriers to employment. This includes, but is not limited to, refugees, immigrant populations, English Language Learners, individuals re-entering society, people experiencing physical and/or cognitive disabilities, and people who are experiencing homelessness, at-risk of experiencing homelessness, or currently receiving housing subsidies. For many of the populations with barriers to employment, the majority of the challenges fall into four main categories: 1) History of criminal involvement 2) Transportation challenges 3) Physical and/or Mental Health, including substance abuse challenges and 4) Domestic (family) challenges. Research has shown that effective workforce programs for populations with barriers use customized and industry-specific approaches, deploy specialized expertise, and organize interventions around addressing particular barriers. This, in turn, will allow those who are hard- to-serve additional and more intensified services to assure successful connection and participation in the workforce system. At this time, WWP contracts with multiple community based organizations to facilitate, advocate, and connect individuals with barriers to workforce services.

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.

Advanced Manufacturing is an established targeted sector, as Mid-Valley manufacturers identified a need for its existence over ten years ago. The local workforce board responded by supporting the creation of the High Performance Consortium. This is a group of Mid-Valley manufacturers meeting on a regular basis with assistance from WWP staff. The Consortium's agenda is directed by its members, and its purpose is to ensure that all Mid-Willamette manufacturers are high-performing, profitable, and thriving in the global economy. They do this by providing a forum for collaboration and learning, resources to companies for training and growth, assistance to set continuous improvement benchmarks and guidance, and sharing information through a growing membership. The Next Gen model is not being utilized with this sector.

Health Care has been targeted as an industry sector since fall of 2009; it was the only industry that did not lose jobs in the Great Recession, and provides good-paying jobs. Meetings and discussions have been held with health care employers, and a need for dental assistants identified. In addition, a need for transportation for rural residents to urban health care facilities has been identified. This is an opportunity to connect with the Transportation sector, which will be pursued in further work. Efforts to engage the health care sector with the Next Gen model have been attempted in the past, but the industry is not interested in participating in engagement in this manner at this time.

In 2018, Transportation Warehousing and Distribution was identified as a targeted sector based on labor market information and employer discussions. In August 2018, a Next Gen model meeting was held, with staff and partners in the back rows as a facilitator led employers from this industry sector through the process of identifying and prioritizing problems. One of the problems identified was a dire need for truck drivers. WWP collaborated with Chemeketa Community College to create a truck driver certificate program that will help address the need in the Mid-Valley.

The WWP board added the construction industry to its targeted sector in early 2020. The industry is projected to have high industry growth with some of the “hardest to fill” occupational vacancies. Due to COVID-19, Next Gen efforts were temporary paused for this work but WWP staff will continue to use the Next Gen model in its future as the meeting model has been extremely productive in getting the Transportation sector work up and running.

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.

WWP’s investment strategy for targeted sectors in the Strategic Plan, Key Strategy 2, is “Offer workforce services that lead to a successful employer community.” The three goals and specifics of this strategy’s implementation are:

- Engage with employers to identify necessary employment skills and invest in job seekers to meet those needs; implementation includes: investing in Control Tower, a web-based platform where a high school student can meet with an employer and discuss job opportunities, and, eventually, a face-to-face meeting with the employer and, ultimately, a job offer; continuing work with High Performance Consortium members to identify workforce needs; continued engagement of employers in targeted sector work; expanding funding to meet targeted sector job seeker training needs; and actively engaging in new and innovative economic development discussions to meet employee training needs for recruitment and expansion of businesses.
- Develop solutions to employers’ workforce challenges such as essential skills, retention, advancement, certification and training: Expanding investments in current worker training grant program; exploring demand for help with employee retention by using the Rethinking Suite of programs; continuing cohort training for High Performance Consortium members; and offering and conducting layoff aversion assistance when identified by employers.
- Provide opportunities for employer-to-employer conversations and problem-solving discussions; implementation includes convening employers in targeted sector industries to identify industry challenges and mutual needs; and supporting community and partner efforts to bring employers together to discuss challenges.

In addition, the WWP Board has instituted a Business Advisory Team, whose charge is to provide input and oversight of WWP business services, strategic planning support and input to WWP policy to ensure focus and direction of business services.

WWP has also invested financially in targeted populations by contracting with local organizations to help those with multiple barriers to employment become employed. WWP also invests staff time in community organizations working on employer-identified issues of childcare and transportation. This work includes participating by the Executive Director on the Board of Director's for the Early Learning Hub of Marion and Polk Counties, and as co-chair of the Continuum of Care Collaborative Committee, addressing homelessness. Several staff are also involved with the local Habitat for Humanity affiliate. In addition, staff are engaged with a variety of other community based organizations where they act as a workforce advocate, and problem solve other ways to address challenges.

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. 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:
 - WWP has facilitated employer engagement, and will continue to do so, apart from sector strategies, with employers engaged in the High Performance Consortium; with WWP staff support, this consortium meets regularly, engages in employer to employer discussions of needs and best practices. In addition, local employers can apply for funding for incumbent worker training, which is available in an on-going manner and provides partial funding for incumbent worker training;
 - On-the-job and Transitional Job training is a mainstay of employer engagement and is used extensively as a major training tool, as it provides benefits to both job seekers and employers;
 - Work-based learning is provided in youth programs and is premised on engaging employers;
 - The Business Advisory Team is a standing committee of the WWP Board with membership from the Board and outside the Board; its focus is oversight of WWP business services to ensure that the needs of the region's employers are being addressed by WWP and that employer engagement is encouraged as broadly as possible;
 - Employer engagement was solicited in a series of community outreach sessions held in summer and fall of 2018 and in the strategic planning process.
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses:
 - The makeup of the WWP board is a strategy for convening the local workforce development system and all its partners to meet the needs of business, as core partners all have a seat on the Board and meet regularly to address employer needs;
 - The Business Advisory Team is a WWP sponsored group meeting regularly to guide and advise business services activities of WWP; it has been in place for approximately three years, and is made up of a diverse representation of WWP partners, including WSO Centers, community colleges, the Governor's Regional Solutions team, county commissioners, and employers; the goal of the team is

to ensure that all partners are aligned in terms of service provision, and are meeting the needs of area employers;

- Area businesses were a key participant of the strategic planning process, attending community outreach meetings hosted by WWP, and answering an email questionnaire about workforce services.

C. Better coordinate workforce development programs with economic development partners and programs:

- A major economic development organization in the area is on the Board, SEDCOR, and as such, assists the Board in coordinating workforce activities with its own work and those of other economic development partners;
- WWP participates in a recently-formed local group “Launch Mid-Valley” a collaboration of regional partners working together to support and promote entrepreneurial activity in the Mid-Valley; its members include SEDCOR, Business Oregon, Cities of Dallas, Independence and Salem, McMinnville Economic Development Partnership, and Marion Polk and Yamhill counties;
- WWP offered grants to more than 600 local businesses as part of a collaboration with SEDCOR and other economic development organizations in regional counties and cities during the COVID-19 pandemic.
- Weekly calls with economic development professionals around the region occur and the Executive Director is an active participant and contributor to those discussions.

D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs:

- WWP’s Workforce Innovation grant, over its span of five years, did a great deal to improve linkages between the one-stop delivery system and unemployment insurance programs, as enrolling participants in the workshop “Rethinking Job Search” depended on cooperation between WWP, the nine WorkSource Centers around the state participating in the project, and Unemployment Insurance administration; the cooperative effort was successful according to PPA associates, the evaluation firm hired (and mandated by Department of Labor) to evaluate the results of the project. The linkages built and maintained during the grant period will continue statewide.
- During the COVID-19 pandemic, Oregon’s unemployment insurance system became inundated with unemployment claims which resulted in most WorkSource centers shifting to become unemployment insurance call centers. This shift from employment services to unemployment services resulted in many WorkSource center staff becoming experts in understanding and navigating the unemployment insurance system. This cross training of staff will be greatly beneficial for the workforce system.

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?

WWP recently completed a 5-year federal grant using cognitive behavioral techniques to help the unemployed in their job search. That program, Rethinking Job Search, is continuing through a contracted with the Oregon Employment Department to serve RESEA participants virtually, statewide. Additional contracts for the Rethinking suite of programs (Rethinking Careers and Rethinking Barriers to Employment) are also in place with community based organizations and other partners to support participants and clients.

In response to the COVID pandemic, WWP managed over \$5,000,000 in business support grants throughout the region. Many of the funding sources and contracts allowed for administrative fees, supporting the work at the board level.

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.

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)]

WWP's Board recognizes that expanding access to the workforce system on behalf of individuals with barriers to employment is essential and ensures that access is being expanded in the following ways. Two Leadership Teams made up of representatives from each of the core WIOA partners meet monthly and advocate for specialized populations being served in the workforce system, such as those who are homeless, have a criminal background, limited English language ability and physical and/or developmental disabilities. The teams are the Strategic Leadership Team (decision-making managers from WIOA Adult/Dislocated Worker and Youth programs, Adult Education (community colleges), Oregon Employment Department, and Vocational Rehabilitation. The Local Leadership Team consisting of front-line managers from each of these partner agencies sees to the strategic implementation of the team's recommendations for service inclusiveness.

In addition, the Board recognizes that access to safe and affordable childcare; affordable housing and transportation are barriers to employment for many job seekers. As a result, Strategy 3 of the WWP Board's Strategic Plan mandates that the Board serve workforce system needs that go beyond employment and training, and participate as a workforce advocate in community discussions that address housing, transportation and childcare issues. Many job seekers have multiple barriers including those just listed, and the Board recognizes that it is important to address these barriers in order to employ these job seekers.

The Board has also recognized the importance of this issue by awarding contracts to community-based organizations serving individuals with multiple employment barriers, with a goal of connecting these job seekers to workforce services, training and employment.

In addition, WWP works with core partners to offer services to individuals in a number of off-site locations, for example, county jails and probation centers. WWP and staff are continually looking for other off-site locations that will better serve those with multiple employment barriers.

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)]

A career pathway is a series of connected education and training programs and student support services enabling individuals to secure a job or advance in a demand industry or occupation. WPP facilitates the development of career pathways by collaborating with the two community colleges in the workforce region to work with WIOA trainees by providing them with career pathway information in their chosen training fields. In addition, WIOA staff in the WorkSource Centers are trained to understand educational and credentialing requirements in in-demand occupations, and occupations connected to the Board's targeted sectors. Staff work continually with participants to ensure they have the most complete and up-to-date information about the various career pathways in their chosen occupation.

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)]

Co-enrollment occurs in many different instances throughout the Willamette region. Co-enrollment between Title II and Title 1-B programs was implemented in 2008 under the purview of state policy framework and is currently still supported. Co-enrollment between Title 1 and Department of Human Services occur through our contracts with Department of Human services where WWP is reimbursed by the department to provide enhanced workforce services to youth who receive Temporary Assistance for Needy Families (TANF) and adults who receive Supplemental Nutrition Assistance Program (SNAP) benefits. In Linn County, co-enrollment between Title I programs and Title II occurs through providing job seekers free GED training at the WorkSource center. Through this program, both titles braid funds to provide a full-time GED instructor at the WorkSource center. WWP also co-enrolls with the many nonprofits through our specialized services contracts which consists of 5 community-based organizations working integrally with the local workforce delivery system.

Lastly, WWP is currently working on a partnership with Vocational Rehabilitation Service's Work Incentive Network (WIN) team to find ways to co-enroll WorkSource customers. This will allow those job seekers to receive benefits and work incentives planning so that they can obtain, maintain, or increase their employment, but not lose other benefits and medical coverage.

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)]

The WWP Board ensures continuous improvement and that providers meet the employment needs of employers, workers and jobseekers, in multiple ways. Through contracts with its service providers, WWP has set performance goals that incorporate analysis of customer flow, previous performance and outcomes, and forecasts. Progress toward these goals is monitored by WWP staff daily, weekly and monthly, and in the annual fiscal and program monitoring. Corrective action plans are implemented if needed to ensure goal attainment.

In addition, WWP has contracted with the Oregon Manufacturing Extension Partnership to act as the one-stop operator. OMEP was contracted to create a unified process improvement plan for all WorkSource Centers, a plan to be driven by relevant data, feedback, and vision from all core partners. The long-term goal of this plan is to create an environment where all programs are outcome-driven, collaborative, and align with the overall workforce mission of serving employers and job seekers.

WWP follows the State's policy for approving eligible training providers and placing them on the eligible training provider list. The training providers supply the following performance metrics: Training Completion Rates; Entered Employment/Placement Rates; and Placement Wage; all these must meet minimum standards.

- 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)]

WWP facilitates access to services through the one-stop delivery system in remote areas of the workforce region by using technology. This includes contracting with Coursera to offer online workforce preparation services, Kahn Academy for secondary skill training, MyWorkSource for resume and job seeker services, Zoom to host virtual workshops and one on one coaching, Assess to offer online skill assessments, and Career Information Services (CIS) and Qualityinfo.org to offer career exploration

services. In addition to these technological tools, WWP has launched a virtual work based training program that allows individuals with transportation barriers to obtain virtual transitional jobs or work experience opportunities.

- 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)]

The Board ensures that the one-stop delivery entities comply with the above in the following ways:

- Willamette Workforce Partnership staff serves as the designated Equal Opportunity Officer for the workforce area and serve on the universal access group, which evaluates WorkSource Centers for compliance with this law;
- Willamette Workforce Partnership uses information from the Northwest ADA Center to inform employers and programs about compliance with this law;
- During annual Program Monitoring, Willamette Workforce Partnership and Oregon Employment Department complete an Americans with Disabilities Act compliance checklist of each WorkSource Center to ensure standards outlined in the Americans with Disabilities Act are followed;
- WWP partners with Adaptive Technology, a firm specializing in workplace adaptations, to keep knowledgeable about the most up-to-date technology.

- 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)]

The Workforce Innovation and Opportunity Act One-Stop Partner Memorandum of Understanding (MOU) is between WWP and the Chief Elected Officials (Jobs Council) and the partners listed below. Purposes include describing the means of providing WorkSource Center customer access to partner programs, especially those programs not present in the Centers on a full-time basis, and ensuring that partners, programs and service providers coordinate and integrate resources, activities and information with a goal of comprehensive and seamless service delivery. The ultimate goal of the MOU is increasing long-term employment outcomes for individuals seeking services, especially those with significant barriers to employment. The MOU provides descriptions of services provided, frequency of presence of partner staff, process for referrals, description of access to services, MOU duration (not less than three years), and a process for modifying the MOU. Partners and their roles are:

- Willamette Workforce Partnership Board -assist with integration of partners, add partners, convene Strategic Leadership Team, facilitate program alignment, monitor the system, and manage and certify the WSO Centers. In addition, WWP is charged with competitive selection of a One-Stop Operator, whose role is to assess service delivery in WSO Centers and create a report which highlights findings and recommendations;

- Jobs Council (two county commissioners from each of the Mid-Valley's four counties)– serves as grant recipient and is liable for mis-management of funds;
- WWP Contracted Service Providers – assess and validate job seeker skills; provide individualized career services, provide access to work-based training opportunities and occupational training;
- Adult Literacy Programs: Chemeketa Community College and Linn-Benton Community College – provide Adult Basic Education and GED preparation, English Language acquisition and support services, and assistance in establishing eligibility for financial aid programs not provided under WIOA;
- Oregon Employment Department – recruitment services for employers, job search assistance, career coaching; access to unemployment insurance, Trade Act Adjustment services, Veterans State Grants program;
- Department of Human Services Self Sufficiency Program – programs are food stamps and temporary assistance to needy families; at a minimum partner staff in WSO centers must be trained to provide information about the programs;
- Department of Human Services Vocational Rehabilitation Program – at a minimum, DHS staff must be present at least part-time in the WSO Centers to provide eligibility and enrollment information, and information about services;
- Easter Seals Oregon provides the following services under the Senior Community Service Employment Program: for participants aged 55 and older, provides assessment of employment barriers, supportive services, employment development, retention and on-the-job training services; under the Homeless Veteran's Reintegration Program, provides case management, addresses employment barriers, provides supportive services and employment development and retention services;
- Dynamic Educational Systems Inc./Exodyne: provides Job Corps Services including providing program information, assistance with application and enrollment, referral to community resources, and job search assistance;
- Oregon Human Development Corporation- administers the National Jobs Farmworker Program, provides career and training services to those eligible, including vocational training, English instruction, GED instruction, job placement, supportive services and case management;
- Confederated Tribes of Siletz Indians: provides Adult workforce services and youth workforce services;
- Chemeketa Community College (for Marion, Polk and Yamhill counties) and Linn-Benton Community College (Linn County)- administer the post-secondary career and technical education programs;
- Oregon Commission for the Blind - assists businesses in connecting with talented workers and helps with adaptive technology solutions in the workplace.

The purpose of the Infrastructure and Additional Shared Cost Funding Agreement is to fairly allocate the infrastructure and operating costs of partners' space in the WorkSource Oregon Centers, based on proportionate use and relative benefit received, federal cost principles, and local administrative cost requirements in the Federal law authorizing the One-Stop program. The allocation is done quarterly, in-kind is allowed and negotiated, and there is a provision for cost over-runs. WWP Adult and Dislocated Worker contractor staff and the Oregon Employment Department are allocated the major share of the

costs as both are full-time in the WSO Centers. Other partners as listed below pay much smaller allotments, as negotiated. The Agreement provides a process to appeal the allocation decisions.

Signatories are: Willamette Workforce Partnership, Oregon Employment Department (full-time at the WSO Centers); the following are part-time and their costs are allocated accordingly: Job Corps, Vocational Rehabilitation, Easter Seals, Oregon Human Development Corporation, Oregon Commission for the Blind, Chemeketa Community College and Linn-Benton Community College.

- 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)]

The Oregon workforce system uses technology-enabled enrollment in its programs. Through the state developed WorkSource Oregon Management Information System (WOMIS) various program eligibilities are determined through the universal application. This information is auto-populated into I-Trac, the program information management system for Title I, which allows Title I staff to collect further documentation and enrollment into secondary grants when applicable. Activities identified in I-Trac are reported to HECC and subsequently entered into the Participant Individual Record. Workforce System partners are able to access both WOMIS and I-Trac to effectively serve and manage individuals accessing services.

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

Clearly state whether the local board will:

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

The Board uses "B" that is, the minimum 25% expenditure is 25% of WIOA and other income. WWP income other than WIOA consists of state funds and funds from Rethinking Job Search contracts as described in Section 3.13. WWP implements this option through having Title I sub-recipients budget 28-30% of the total contract for training under Adult/DW funding. In addition, WWP offers other training focused services, such as Work Experience and Incumbent Worker Training, which ensures that the overall budget is well above the 25% minimum.

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)]

Individual training accounts are awarded to help pay for the cost of vocational training. When job seekers enter a WorkSource Center seeking help, they are interviewed and assessed by staff to determine whether training, and/or an Individual Training Account (ITA) is appropriate for re-employment. Specific ITA policy, process and criteria are described below.

ITAs are intended to provide financial assistance for training in services that provide participants with the

sustainable skills for competitive employment; they are available to Adults, Dislocated Workers and Out-of-School Youth ages 18-24. Before an individual is awarded an ITA, they must have an Individual Employment Plan in place that indicates a need for training in order to obtain employment that leads to economic self-sufficiency. ITAs cannot be awarded unless pre-requisite classes are completed and funding is limited to participants unable to obtain grant assistance from other sources. In addition, participants must be able to demonstrate skills needed to complete the training and enter employment, and have no legal barriers to entering the targeted occupation. During training, participants are required to keep at least a 2.0 grade point average in each term. If it falls below for two consecutive terms, WWP approval is required prior to further ITA payments. Lastly, for any ITA, there must be job openings for the occupation for which the participant is to be trained and the chosen training provider must be on the eligible training provider list. The maximum amount of an ITA is \$3,000 unless additional funds from outside sources, such as Department of Human Services, are used to increase the amount.

To ensure that all job seekers have equal access to receive a scholarship, WWP created an ITA process where center staff must provide adequate assessments to ensure training is necessary and can be completed by the participant. The assessment must at a minimum verify that the chosen occupation will lead to wages comparable to or higher than wages from previous employment, that the participant has a skill gap that needs to be remediated, that the participant has the resources to complete training, the amount of job openings for the occupation, and that a work based training is not an appropriate choice. In addition, staff will ensure customer choice is maximized in the selection of a training provider and if there is interest in training from a provider not on the ETPL, staff provides ETPL information to the training provider. Staff may track this process in the interest of helping the provider gain admission to the ETPL.

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)]

WWP uses various training contracts to provide training services to job seekers in order to help them find the most appropriate training to meet their goals and needs. In addition to the Individual Training Accounts, which provide training funds for providers located on the Eligible Training Provider List (ETPL), WWP uses On-the-Job Training, Transitional Job placements, and Work Experience to deliver appropriate training to job seekers. Job seekers who request any form of training are asked to complete several assessments that will assist them in customer choice. Those assessments include a work ready assessment that evaluates skill set, career plans, and labor market information, and a prosperity planner to ensure their training will lead to self-sufficiency. Further, any job seeker who would like to receive training must meet with a career consultant to ensure that the training is appropriate for job seeker and the training provider, whether that training is at a business or in classroom. The combination of these assessments and evaluations help guide job seekers in finding the appropriate training for their needs.

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)]

WWP utilizes economic data and analysis, as illustrated in Section 1.1, to identify in-demand industry sectors and occupations. Once an industry or occupation is identified as in-demand, WSO center staff must provide priority consideration to training programs that lead to employment or recognized postsecondary credentials that align with in-demand industry or occupations. WSO center staff ensure a priority of training to WWP's targeted sectors by obtaining sector and occupational information from business and training providers. For work based training programs, industry sector information is determined through the Employment Eligibility Checklist and occupation is found in the training plan. The Employer Eligibility Checklist identifies the business'

sector through using the North American Industry Classification System (NAICS), whereas, the training plan identifies the occupation using the Standard Occupation Code (SOC).

For training offered through the ITA scholarship process, center staff verify the occupation is in demand using a combination of the SOC code, the Classification of Instructional Programs (CIP) found in the ETPL, and NAICS code to determine if the training will lead to an In-Demand occupation or within a targeted sector.

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)]

Rapid Response activities are coordinated between WWP Business services staff and the state's Rapid Response Unit. Partners who may be involved include Trade Act, community colleges, housing authority, and other social service agencies as needed. A point person may be established in the WorkSource center and their assistance called upon if needed.

Major activities of Rapid Response include the following:

- If time allows, and there is adequate notice of the layoff, a transition team will assist in the delivery of re-employment/transitional services. The transition team ideally is comprised of an employer representative, an employee representative, a member of the local WSO Center team, a member of the State team, and a union rep or labor liaison if applicable;
- There is an initial On-Site Meeting with a company representative and worker representative; the goal is to complete gathering information about the layoff and be onsite at the company within 48 hours, wherever practical;
- A survey of workers is conducted to ask what types of services workers would like to see made available; and team leaders determine what types of services the employer is planning to provide, such as severance, separation pay and retirement incentives;
- An information/orientation session is held for employees; these are ideally coordinated by a member of the state team and the WSO team, and are held at the worksite;
- Services are provided to affected workers in a coordinated manner and these include peer worker outreach to connect laid-off workers with services; referral to WorkSource programs; services and information offered by WIOA, Trade Act, Oregon Employment Department, and other programs.

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.

WWP's youth design framework is executed through youth provider agencies who are contracted to provide a variety of daily activities, which align with the 14 WIOA youth elements and one local element. The local element is Pre-Employment Training defined as activities that provide participants with foundational skills needed to find employment. Activities can include workshops and one-on-one coaching on resume writing, interviewing skills, appropriate attire, and networking. WWP contractors must offer all services that incorporate the 15 program elements to all enrolled youth.

The fourteen elements are:

Tutoring, study skills training, and dropout prevention services are offered in a variety of ways including an online virtual charter school (Sheridan AllPrep Academy). GED preparation programs are provided by service provider tutors and the local community colleges.

Alternative secondary school service or dropout recovery services are offered through partnerships with local high schools, including online charter schools, and organized after-school opportunities that use computer labs in schools in different parts of the counties for students to do homework and receive tutoring.

Paid and unpaid work experience opportunities for youth offerings occur in a number of ways. These include partnerships with local WorkSource centers and on-the-job training, taking advantage of provider relationships with local businesses to place youth in work-based training, and job shadow opportunities. Youth contractors also offer structured work-based training in-house, where youth participate in crew-based activities where supervision and evaluation are carried out by staff hired specifically for this purpose.

Occupational Skills Training required to align with the targeted sectors and with the participant's Individualized Service Strategy is provided through trainings by local community colleges or other industry recognized providers.

Education offered concurrently with workforce preparation and training that offer youth basic academic skills and hands-on occupational skills training that align with a youth's Individualized Service Strategy and employment goals is provided along with occupational skills training, in partnership with the local WorkSource center and local and online training providers.

Leadership Development activities are those which help participants learn responsibility, accountability, employability, and other positive social behaviors. Activities include exposure to postsecondary educational possibilities, community and service learning projects, peer-centered activities, including peer mentoring and tutoring; organizational and teamwork training, including team leadership training; training in decision-making, including determining priorities, and life skills training such as conflict resolution, diversity and equity training, parenting, work behavior training, and budgeting of resources. These are provided through volunteer opportunities in the communities such as community resource events and health fairs.

Support Services allow the participant to successfully engage in WIOA services including completing secondary education, and/or obtaining employment, and is provided on an as-needed basis through a network of community resources as much as possible before expending WIOA funds.

Adult Mentoring is offered through a variety of avenues, including organized mentoring programs such as the Chehalem Youth and Family Services Mentoring Connections and with local employers.

Follow-up services are available by youth contractor staff for twelve months after program exit. Maintaining contact with youth after program exit can include one on one meetings in person, over the phone, teleconferencing such as Zoom, sponsorship of outings, tours, and holiday events, or meeting with youth and school advisors to assist with successful transition into postsecondary education.

Comprehensive Guidance and Counseling is provided by youth contractors referring youth to agencies that offer mental health services and/or drug and alcohol counseling. In some youth programs, youth contractors partner with local mental health agencies to provide onsite counseling for WIOA youth.

Financial literacy services are offered both in person by local credit unions or online through programs, such as "Money Smart" by the Federal Deposit Insurance Corporation. In addition, youth contractor staff work with staff to find additional financial resources such as Individual Development Accounts (IDAs).

Entrepreneurial Skill Training is available through many avenues including a one-week entrepreneurial exploration program with workshops staffed by volunteers from local business owners, online training through Coursera or other Massive Online Open Courses, and through the Maker Space program where youth design items to sell and explore how to setup a small business.

Labor Market Information is accessible using multiple online websites such as Qualityinfo and Career and Information Services (CISOregon). Other programs available for information include Department of Labor's Career One-Stop and mynextmove.org.

Post-secondary preparation activities are provided by tours of technical training schools, community colleges, 4-year colleges and universities, and exploration of apprenticeship programs. Provider staff assist youth to prepare for SAT/ACT testing, college admission applications and entry tests, searching and applying for scholarships and grants, filing out Financial Aid documentation, and connecting youth to academic advisors.

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)]

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A Request for Proposal (RFP) process for neutral brokerage of Adult, Dislocated Worker and Youth services began in September 2018 and reviewed by attorney John Chamberlin who made a number of suggestions incorporated into the final version of the RFPs. The notice of release for the RFPs was sent to an extensive list of organizations, in and outside of Oregon. WWP received six bids on Adult and Dislocated worker funding, eight bids on Youth funding, and eight bids on the services to those with multiple employment barriers, from a total of twelve organizations. Two scoring committees, one to score Adult/Dislocated Worker services bids, and one for Youth services, were formed. A neutral facilitator from outside of the WWP staff facilitated the scoring committee meetings. Criteria used to score bidders on Youth services were, (as listed in the RFP):

- Evidence that the bidder provided or could provide the 15 youth elements listed in the RFP;
- Evidence of extensive partnerships;
- Evidence of successful outcomes;
- Evidence that bidder served a diverse population;
- Evidence the bidder services were tailored to individual's needs;
- Evidence that work and outcomes were systematically evaluated;
- Evidence that bidder could bring other resources to the table.

Criteria used to score Adult and Dislocated Worker bidders were:

- Evidence of successful outcomes;
- Evidence of understanding needs of unemployed, especially those with multiple employment barriers;
- Evidence of experience with partnerships and serving a common customer;
- Evidence of relationships with area employers;
- Evidence of use of and understanding of labor market information to make informed decisions;
- Evidence that work is continually evaluated;
- Evidence of experience with data management systems;
- Experience with complying with policy and procedure;
- Experience with management of governmental funding;
- Additional resources the bidder might bring to the table.

Neutrality was paramount throughout the process. WWP staff, draft RFP reviewers from other agencies, all scoring committee members and other individuals having anything to do with the process, signed confidentiality and conflict of interest statements. Staff was present at scoring committee meetings only to answer factual questions. There were no appeals to the awards when they were announced, a demonstration that the process was seen by all bidders as neutral.

Contract awards for Adult and Dislocated Worker services include Community Services Consortium (Linn and Polk counties) and South Coast Business Employment Corporation (Yamhill and Marion counties). In addition, six

contracts were awarded with local organizations to work with individuals with multiple employment barriers. Youth services contracts awards were to Chehalem Youth and Family Services (Yamhill County); Community Services Consortium (Linn and Polk counties); and Interface Network (Marion County). All contracts were for one year, from July 1, 2019 to June 30, 2020. In July 2020, two of the specialized services contracts were not renewed based on performance.

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

The one stop operator is the Oregon Manufacturing Extension Partnership. The procedures for on-going certification of one-stop centers are as follows:

- All comprehensive (Salem and Albany) and affiliate (Woodburn, Yamhill, Dallas and Lebanon) sites are certified every three years.
- WWP staff assesses all centers annually as part of monitoring.
- The assessments are then used to certify the WSO Centers, using a checklist detailed in the policy, including Programmatic Access requirements, Center Effectiveness Requirements, WorkSource Oregon Operational Standards, and Physical Accessibility.
- If a center does not meet certification criteria, technical assistance and/or corrective action will be implemented in order to assist the center to meet the criteria.

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.

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.

Ami Maceira, Program Director, Willamette Workforce Partnership. Amaceira@willwp.org

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

Willamette Workforce Partnership was designated by the local chief elected officials as the grant recipient and fiscal agent for the Mid-Valley Workforce area.

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

WIOA Adult PY 2019

Employment 2nd quarter after exit 71.0%
Employment 4th quarter after exit 69.0%
Median earnings 2nd quarter after exit \$6,100
Credential attainment rate 45.0%

WIOA Dislocated Worker

Employment 2nd quarter after exit 71.0%
Employment 4th quarter after exit 69.0%
Median earnings 2nd quarter after exit \$6,100
Credential attainment rate 45.0%

WIOA Youth

Education, training, or employment 2nd quarter after exit 62.5%
Education, training, or employment 4th quarter after exit 59.0%
Credential attainment rate 68.0%

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)]

The WWP Board uses a carefully crafted performance reporting “dashboard” display to measure performance and effectiveness of contracted services providers and the one-stop delivery system. The Board reviews performance measures at every board meeting, by means of this report, to ensure that target measures are being met. The report used by the Board includes the target percentages (see answer to 5.9). The report also describes participant numbers in all Adult and Dislocated Worker and Youth services, and includes participants in targeted sector industry and occupational services, adult literacy and education programs, and certifications gained.

Complete, detailed and thorough fiscal reports are presented at each Board meeting so that the Board can evaluate efficiency of service provision. In addition, the annual independent audit results are distributed to the elected officials making up the Jobs Council, and to members of the workforce board, for their review prior to the regular meeting of each body. The independent auditor provides a presentation at each of those meetings to explain the results and answer any questions. The elected officials and the workforce board then vote to accept the audit results.

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 Workforce Innovation and Opportunity Act One-Stop Partner Memorandum of Understanding (MOU) is one between WWP and the Chief Elected Officials (the Jobs Council) and the partners listed below. Purposes include description of the means of providing WorkSource Center customer access to partner programs, especially those programs not present in the Centers on a full-time basis, and to ensure that partners, programs and service providers coordinate and integrate resources, activities and information

with a goal of comprehensive and seamless service delivery, and an ultimate goal of increasing long-term employment outcomes for individuals seeking services, especially those with significant barriers to employment. The MOU provides descriptions of services provided, frequency of presence of partner staff, process for referrals, description of access to services, MOU duration (not less than three years), and a process for modifying the MOU. Partners and their roles are:

- Willamette Workforce Partnership Board -assist with integration of partners, add partners, convene Strategic Leadership Team, facilitate program alignment, monitor the system, and manage and certify the WSO Centers – in addition, WWP is charged with competitive selection of a One-Stop Operator, whose role is to assess service delivery in WSO Centers and create a report which highlights findings and recommendations;
- Jobs Council (two county commissioners from each of the Mid-Valley’s four counties)– serves as grant recipient and is liable for mis-management of funds;
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- Adult Literacy Programs: Chemeketa Community College and Linn-Benton Community College – provide Adult Basic Education and GED preparation, English Language acquisition and support services, and assistance in establishing eligibility for financial aid programs not provided under WIOA;
- Oregon Employment Department – recruitment services for employers, job search assistance, career coaching; access to unemployment insurance, Trade Act Adjustment services, Veterans State Grants program;
- Department of Human Services Self Sufficiency Program – programs are SNAP and temporary assistance to needy families; at a minimum partner staff in WSO centers must be trained to provide information about the programs;
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- Dynamic Educational Systems Inc./Exodyne: provides Job Corps Services including providing program information, assistance with application and enrollment, referral to community resources, and job search assistance;
- Oregon Human Development Corporation- administers the National Jobs Farmworker Program, provides career and training services to those eligible, including vocational training, English instruction, GED instruction, job placement, supportive services and case management;
- Confederated Tribes of Siletz Indians: provides Adult workforce services and youth workforce services;

- Chemeketa Community College (for Marion, Polk and Yamhill counties) and Linn-Benton Community College (Linn County)- administer the post-secondary career and technical education programs;
- Oregon Commission for the Blind - assists businesses in connecting with talented workers and helps with adaptive technology solutions in the workplace.

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 plan will be placed on the WWP website for 30 days and this will include a mechanism for readers and reviewers to send WWP comments on the plan. A press release will be sent to all newspapers in the Mid-Valley to advise that the plan is available electronically for comment. All partners will also be sent an email alerting them that the Local Plan is on the WWP website and that their comments are requested. Any comments received will be incorporated into the plan before its submission to the state by March 20, 2021.

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

Willamette Workforce Partnership Board has no concerns with ensuring the compliance listed above.

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

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

See Attachment E for the first two forms.

Assurances: WWP Sub-recipient contracts contain an Assurance clause that lists and describes all of the items a program provider must comply with. By signing the contract, program providers attest that they will comply with all of those items. In addition, WWP includes a sample contract in all Requests for Proposal that solicit program services.

List of Assurances: Financial Capability, Access to Records, Generally Accepted Accounting System, Conflict of Interest, Complete the Work, Political Activities, Audits, Debarment and Suspension and Discrimination as follows:

Section 503 and 504 of the Rehabilitation Act of 1973, Title VI and VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act of 1967 and Age Discrimination Act of 1975, Americans with Disabilities Act of 1990 (ADA), Section 188 of the WIOA, Nontraditional Employment for Women Act of 1991; Title IX of the Education Amendments of 1972, Health Insurance Portability and Accountability Act of 1996; Vietnam Era Veterans' Readjustment Assistance Act of 1974, Drug Abuse Office and Treatment Act of 1972, Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970, Sections 523 and 527 of the Public Health Service Act of 1912, Title VIII of the Civil Rights Act of 1968 (Fair Housing Act) 29 CFR Parts 33 and 37, Any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and the requirements of any other nondiscrimination statute(s) which may apply to the application.

WWP's Targeted Strategies to Manage and Mitigate the Impact of COVID-19

For over a year the Mid-Willamette Valley workforce delivery system faced a truly unprecedented situation. The global pandemic deeply affected our community and our workforce. As the pandemic led to reduction of operations or even closings of businesses in the industries of accommodation and food service, retail trade, and arts, entertainment, and recreation, the workforce in those industries also diminished.

Many factors contribute to the current labor shortage seen throughout the region. Higher than normal unemployment benefits, lack of childcare, fear of contracting or spreading COVID-19, retirement of older workers during the pandemic, and mass job openings that create competition between businesses are good examples. In addition to the shortage of available workers, there is also the issue of the lack of available skilled workers. Prior to the pandemic, many industries warned of an upcoming skill-cliff, meaning there were not enough new skilled workers to make up for the older ones who are retiring. The pandemic accelerated the deficiency since more seasoned individuals retired and limited training was available to the emerging workforce.

The accumulation of factors that created the current labor shortage is also impeding the region's economic recovery by continuing to constrain business operations. As part of WWP's ability to serve our community, WWP has created three strategies to manage and mitigate the impact of COVID-19.

Strategy One: Temporarily expanding our targeted sectors to include industries greatly impacted by COVID-19.

WWP traditionally serves the sectors of Manufacturing, Healthcare, Transportation, Distribution, Warehousing, and Construction because of the growth and ability to lead to economic self-sufficiency for its workforce. During COVID-19, those industries had negative impacts on the workforce; however, projections show that was only temporary. Other industries, such as Accommodation and Food Service, Retail Trade, and Arts, Entertainment, and Recreation, seem to have longer-term impacts. This is because it is impossible for businesses to run very long at reduced capacity or with a sizable reduction in customers because of its limited workforce. For many businesses in the region, a high risk of permanent closure will happen before the pandemic is under control. With that, WWP's strategy will be to include these sectors as part of our priority for WIOA training funds for the upcoming program year.

Strategy Two: Investing in businesses impacted by COVID-19

Including Accommodation and Food Service, Retail Trade, and Arts, Entertainment, and Recreation as a priority workforce focus will occur, in part, by collaborating with local governments and counties to offer business grants. These grants will provide relief to local businesses that need the capital to alleviate financial strains and/or grow their workforce to meet consumer demand as more Oregonians receive the vaccine and begin to travel, eat out, etc.

Strategy Three: Investing in Workers

With the extended unemployment benefits setting to expire in the coming months, most unemployed do not have much time to find new work in higher wage industries. Further, with the limited access to training programs for those who need post-secondary education for self-sufficient wages, advocating for more effective work-based learning programs is the better option. As part of the response and investment into workers, WWP will promote On-the-Job Training (OJT) to industries impacted by COVID-19; however, the minimum wage for the OJT is \$15.00 an hour, the OJT position must be at least 32 hours a week, and the employer must retain the worker for more than six months post-training.

While it will take time to replace the lost of businesses from the pandemic and recession, WWP hopes that these strategies will help alleviate some of the pressures and barriers for future growth of these industries.