



**Clackamas
Workforce
Partnership**
WORKFORCE DEVELOPMENT BOARD

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

Submitted by
Clackamas Workforce Partnership
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Introduction

Clackamas Workforce Partnership (CWP) is pleased to share our local Strategic Plan for 2016-2020. The Strategic Plan will guide regional solutions for workforce and industry challenges. It encapsulates a broad vision and translates our collective goals and strategies into action. The process of engagement in the development of this plan from the community and stakeholders was meant to be collaborative, transparent, and productive. In the culmination of this process, a draft Strategic Plan was released for a thirty-day public comment period on February 25, 2016. At the expiration of the public comment period, feedback and comments were collected and utilized to revise this document into finalized form.

CWP is committed to providing and using high quality information to support the region and guide our investments. We will also be sharing research in tandem with Worksystems and Southwest Washington Workforce Development Council from the State of the Workforce Data Book, Sector Reports and Skills Needs Assessments for Advanced Manufacturing, Health Care, Infrastructure/Construction & IT/Software, and Analysis of Disconnected Youth.

We are dedicated to assuring this information is regularly updated and presented in a way that supports the region's ability to understand and align regional workforce supply with regional business demand. In addition, we partner with the Oregon Employment Department to better coordinate with our regional economist and workforce analyst to provide a stronger connection to real time labor market information.

As indicated in the Workforce Innovation and Opportunities Act (WIOA), the primary functions of the Clackamas Workforce Partnership, as the Local Workforce Development Board for Clackamas County, are as follows:

- Develop a Local Plan
- Regional Research and Labor Market Analysis
- Convening, Brokering, Leveraging
- Promote Employer Engagement
- Career and Pathways Development
- Proven and Promising Practices
- Technology
- Program Oversight
- Negotiation of Local Performance Accountability
- Selection of Operators and Providers
- Coordination with Education Providers
- Budget and Administration
- Accessibility for Individuals with Disabilities

As we strive to perform these important key functions, Clackamas Workforce Partnership will use the local Strategic Plan outlined in the pages that follow, to ensure continued alignment with our collective goals and objectives while meeting workforce and industry challenges. Additionally, CWP has been diligent in positioning itself in tandem with the regional and State goals which serve to support the common welfare of all.

Section 1: Workforce and Economic Analysis

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

Clackamas County will move forward in 2016, putting the *Great Recession* in its rearview. The county recovered about 4,600 nonfarm jobs in 2015, and its 11-month average (through November 2015) rose to 148,400 jobs. Private industry employment rose to 131,400 in 2015, a one-year increase of 4,000 jobs and a new peak, surpassing its pre-recession 2007 annual average by 800 jobs.

Not every industry in Clackamas County has recovered from the *Great Recession*; government remains 900 jobs below its pre-recession employment, with losses concentrated in local education.

Construction remains 2,400 jobs below its pre-recession employment – but the housing bubble lifted the industry to record highs in 2007, a situation unlikely to be repeated. With 10,200 jobs through the first 11-months of 2015, construction is above its 2004 annual average (9,700 jobs). Likewise, financial activities rose to record employment in 2006 with 10,600 jobs, compared with 9,000 jobs in 2015.

Manufacturing has yet to find its footing, the industry basically held its own in 2015 with 17,300 jobs. The industry reached a 2008 peak of 18,500 but 2005 was its best year for growth, with 900 jobs gained. The industry enjoyed four years of high employment (2005-2008) but it remains 1,100 jobs in the hole with 17,300 in 2015.

Transportation, warehousing and utilities showed very little movement since 2009. The industry's peak came in 2005, with 5,800 jobs and its losses spanned five-years, reaching a low of 4,200 jobs in 2011. With 4,300 jobs in 2015, the industry was 1,500 jobs below its 2005 peak.

Education and health services led Clackamas County out of the *Great Recession*. The industry sailed right through the downturn adding jobs in every year with a brief pause in 2012. Education and health services averaged about 20,900 jobs in 2015, an increase of 4,200 or 25 percent since 2007.

Leisure and hospitality returned to its pre-recession employment in 2013, gaining about 1,200 jobs over the past two years to total 15,100, an increase of nine percent since 2007. Retail trade recovered from the *Great Recession* in 2014 and has since gained an additional 400 jobs to average 18,500 through the first 11-months of 2015. Other services recovered in 2013, adding 300 jobs or six percent over the past three years to total 5,700. Wholesale trade rose by 300 jobs in 2015 to average 10,800, moving past its 2007 pre-recession employment by 200 jobs or two percent.

In addition to its nonfarm industries, Clackamas County supports 3,745 farms (2012 Census of Agriculture) with a market value of \$325.2 million in 2012. Crops represented roughly 77 percent of its

sales or \$249.5 million, while livestock and poultry brought in the remaining 23 percent or \$75.7 million. Nursery crop sales exceeded \$150 million in 2012, while poultry and eggs brought in close to \$49 million.

Agricultural employment in Clackamas County (quarterly census of employment and wages) averaged close to 4,600 in 2014 or roughly 3 percent of all jobs covered by the unemployment insurance system. The industry’s most recent peak came in 2007 with around 4,800 jobs, leaving a gap of about 200 jobs. Nurseries and greenhouses provided around 45 percent of Clackamas County’s agricultural jobs in 2014.

The Clackamas Workforce Partnership selected three targeted industry groups, Software/IT, Advanced Manufacturing, and Health Care, to represent its emerging in-demand industry sectors and occupations and one promising sector, Food Processing. The three targeted industries are aligned with the greater metropolitan area.

Software/IT

The Software/IT industry group includes software publishers (NAICS 5112), data processing (NAICS 5182), and computer systems design (NAICS 5415). Software/IT provided just over 2,500 jobs in 2014, a level that has remained fairly stable since 2011; its high point came in 2009 with close to 3,100 jobs.

| Top Occupational Vacancies in the Information Industry* | | |
|--|-----------------------------------|-----------------------------------|
| Portland Tri-County, 2014 | | |
| | 2014 Vacancies within Industry | 2014 Vacancies, All Industries |
| Software Developers, Applications | 78 | 184 |
| Computer Occupations, All Other | 71 | 200 |
| Software Developers, Systems Software | 68 | 115 |
| Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products | 20 | 20 |
| Web Developers | 19 | 139 |
| Sales Managers | 15 | 27 |
| Advertising Sales Agents | 13 | 13 |
| Customer Service Representatives | 10 | 725 |
| Computer User Support Specialists | 6 | 288 |
| *The Information industry includes software publishing but not computer systems design or data processing services | | |
| Source: Oregon Employment Department, 2014 Job Vacancy Survey | | |

Across the Portland Metro area, Clackamas County hosted about 11 percent of Software/IT industry’s jobs, Washington County held 34 percent, Multnomah County commanded with 46 percent, and Clark County, WA chipped in eight percent.

The Software/IT industry’s payrolls topped \$314 million in 2014 and wages averaged \$124,418, an increase of about \$30,500 or 32 percent since 2010. The industry included 250 employer units in the first quarter of 2015, an increase of about 40 employers since 2010. Computer systems design represented about 66 percent of the group’s employer units. Software/IT employers tend to be small - roughly 77 percent employed from one to four workers in the first quarter of 2015, comparatively, about 57 percent of Clackamas County’s private sector employers employed one to four workers (Chart 1).

Turnover didn’t pose a problem for Clackamas County’s Software/IT industry in 2014, its turnover rate, at just 5.6 percent was much lower than the 9.5 percent rate for all private industry.

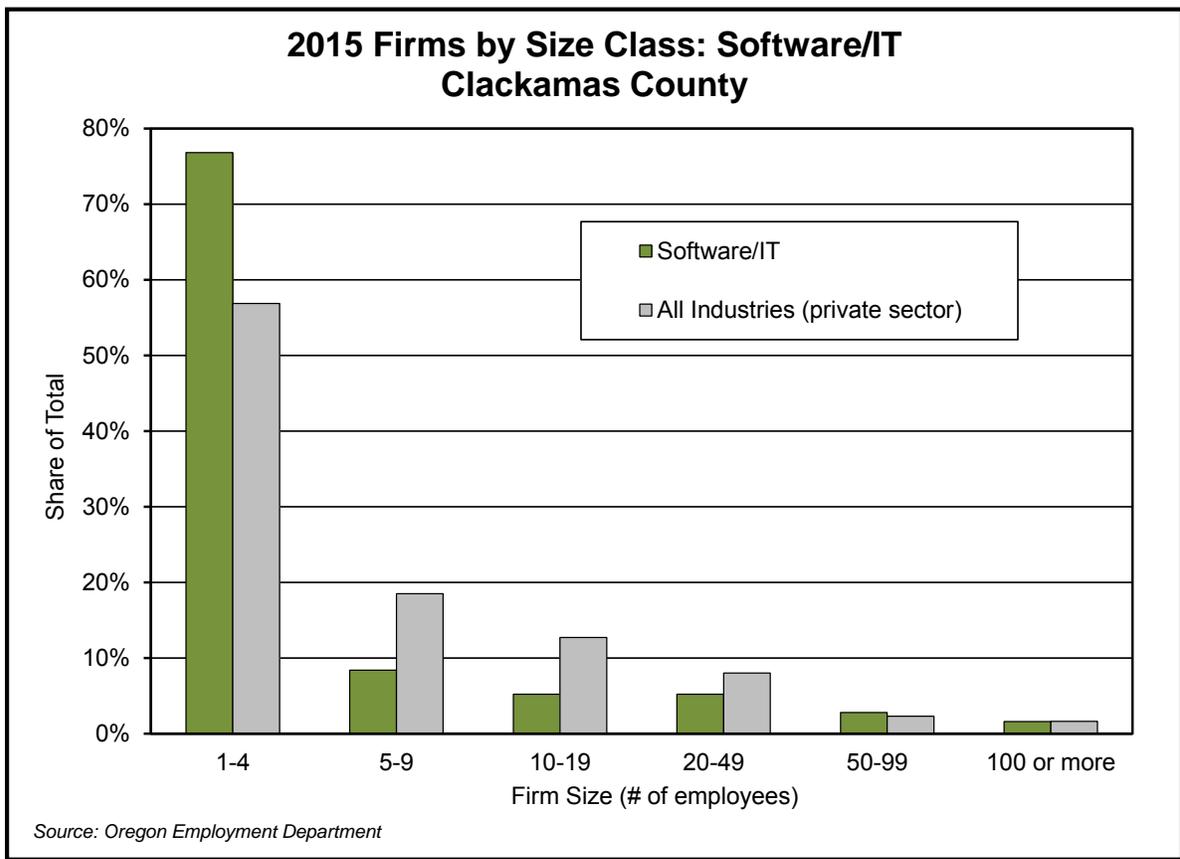


Chart 1

Prime working age adults dominated the Software/IT workforce. Workers age 35-44 held just over 31 percent of the Software/IT industry’s jobs in 2014, while workers age 45-54 filled 28 percent. For all other private industries, these two groups held about 43 percent of its jobs in 2014 – a gap of about 17 percent. Only 19 percent of the Software/IT industry’s jobs were held by workers age 34 or younger in 2014,

compared with private industry's much higher 34 percent. Males held 68 percent of the jobs in Software/IT, compared with 52 percent for all other private industries.

Advanced Manufacturing

The Advanced Manufacturing group includes fabricated metal (NAICS 332) machinery (NAICS 333), computer and electronic products (NAICS 334), electrical equipment (NAICS 335), transportation equipment (NAICS 336), medical equipment and supplies (NAICS 3391) and metal and mineral merchant wholesalers (NAICS 4235). Advanced Manufacturing provided around 11,800 jobs in 2014, nearly 500 jobs shy of its 2007 per-recession high. Advanced manufacturing peaked in 2008 with 12,800 jobs, falling to a low of 10,900 in 2010.

| Top Occupational Vacancies in Manufacturing Portland Tri-County, 2014 | |
|--|-----------------------------------|
| Occupation | 2014 Vacancies, All Industries |
| Team Assemblers | 375 |
| Food Batchmakers | 232 |
| Welders, Cutters, Solderers, and Brazers | 200 |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 161 |
| Machinists | 173 |
| Cutting and Slicing Machine Setters, Operators, and Tenders | 120 |
| Laborers and Freight, Stock, and Material Movers, Hand | 533 |
| Helpers--Production Workers | 100 |
| Heavy and Tractor-Trailer Truck Drivers | 364 |
| Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders | 69 |
| Tri-County: Clackamas, Multnomah, Washington counties | |
| Source: Oregon Employment Department, 2014 Job Vacancy Survey | |

The Advanced Manufacturing industry's payrolls reached \$811 million in 2014 and wages averaged \$66,634, an increase of about \$7,777 or 13 percent since 2010. The industry included 295 employer units in the first quarter of 2015, an increase of 10 employers since 2010 (Q1). Fabricated metal products represented about 43 percent of the group's employer units. Medium sized and large employers were prominent in Advanced Manufacturing, with nearly 10 percent of its units employing 100 or more workers, compared with just 1.6 percent for all private sector industries. Small employers with one to

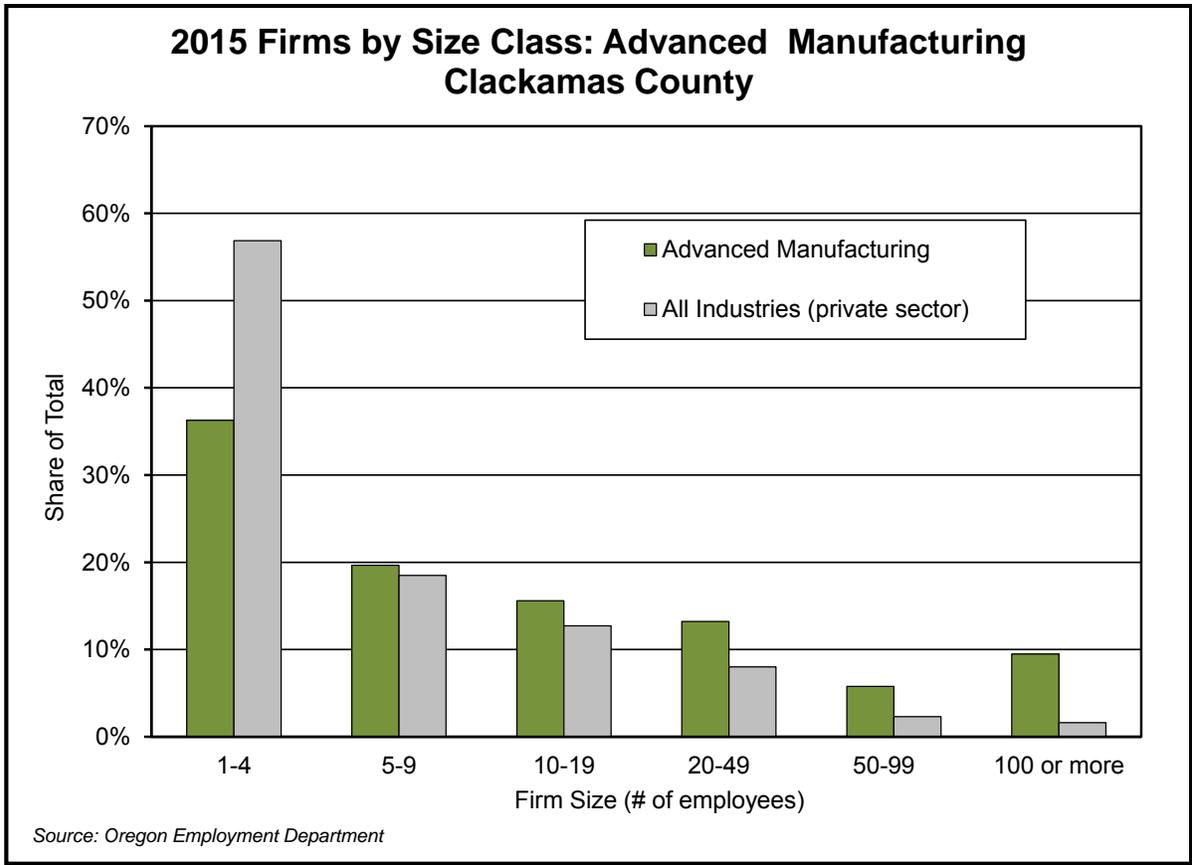


Chart 2

four workers represented about 36 percent of Advanced Manufacturing employer units compared with a much higher 57 percent for all private industries. (Chart 2)

The turnover rate for Advanced Manufacturing, at just 4.1 percent, was less than half the 2014 private industry average, measuring 9.5 percent.

Workers in the 45-54 age group held around 28 percent of Advanced Manufacturing’s jobs in 2014, while workers age 55-64 filled about 23 percent. For all other private industries, these two age groups held about 37 percent – a gap of 13 percent. Only 4.7 percent of Advanced Manufacturing’s jobs were held by workers age 24 or younger, compared with about 13 percent for all other private industries. Males held 74 percent of the jobs in Advanced Manufacturing, compared with a more balanced 52 percent for all other private industries.

Health Care

The Health Care group includes ambulatory health care (NAICS 621), hospitals (NAICS 622), and nursing and residential care facilities (NAICS 623). Health Care provided more than 15,800 jobs in 2014, gaining 2,500 since 2007, an increase of nearly 19 percent of 2.7 percent annually.

**Top Occupational Vacancies in Health Care
Portland Tri-County, 2014**

| Occupation | 2014 Vacancies within Industry | 2014 Vacancies, All Industries |
|---|-----------------------------------|-----------------------------------|
| Personal Care Aides | 682 | 714 |
| Nursing Assistants | 501 | 663 |
| Registered Nurses | 333 | 657 |
| Customer Service Representatives | 167 | 725 |
| Receptionists and Information Clerks | 146 | 253 |
| Opticians, Dispensing | 68 | 84 |
| Dental Assistants | 68 | 68 |
| Cooks, Institution and Cafeteria | 60 | 185 |
| Licensed Practical and Licensed Vocational Nurses | 54 | 117 |
| Medical and Health Services Managers | 36 | 133 |
| Source: Oregon Employment Department, 2014 Job Vacancy Survey | | |

Health Care’s payrolls topped \$897 million in 2014 and wages averaged \$56,645, an increase of about \$4,700 or nine percent since 2010. The industry included 926 employer units in the first quarter of 2015, an increase of 106 employers since 2010. Ambulatory Health Care represented about 77 percent of the group’s employer units. Small firms dominated Health Care, with 45 percent of its units employing one to four workers. Employers with five to nine jobs represented one-in-four firms and the 10 to 19 group topped 16 percent. Together, firms with 19 or fewer jobs represented 87 percent of Health Care’s employers. Firms with 100 or more employees were the exception, representing close to 3 percent of Health Care’s units, nearly two-times higher than all private industries. (Chart 3)

The turnover rate for Health Care, at 7.5 percent, was below the private industry average, measuring 9.5 percent. At the industry level, the turnover rate for hospitals was just 4.4 percent in 2014, while residential care facilities experienced a somewhat higher turnover rate than private industry, at 11.4 percent.

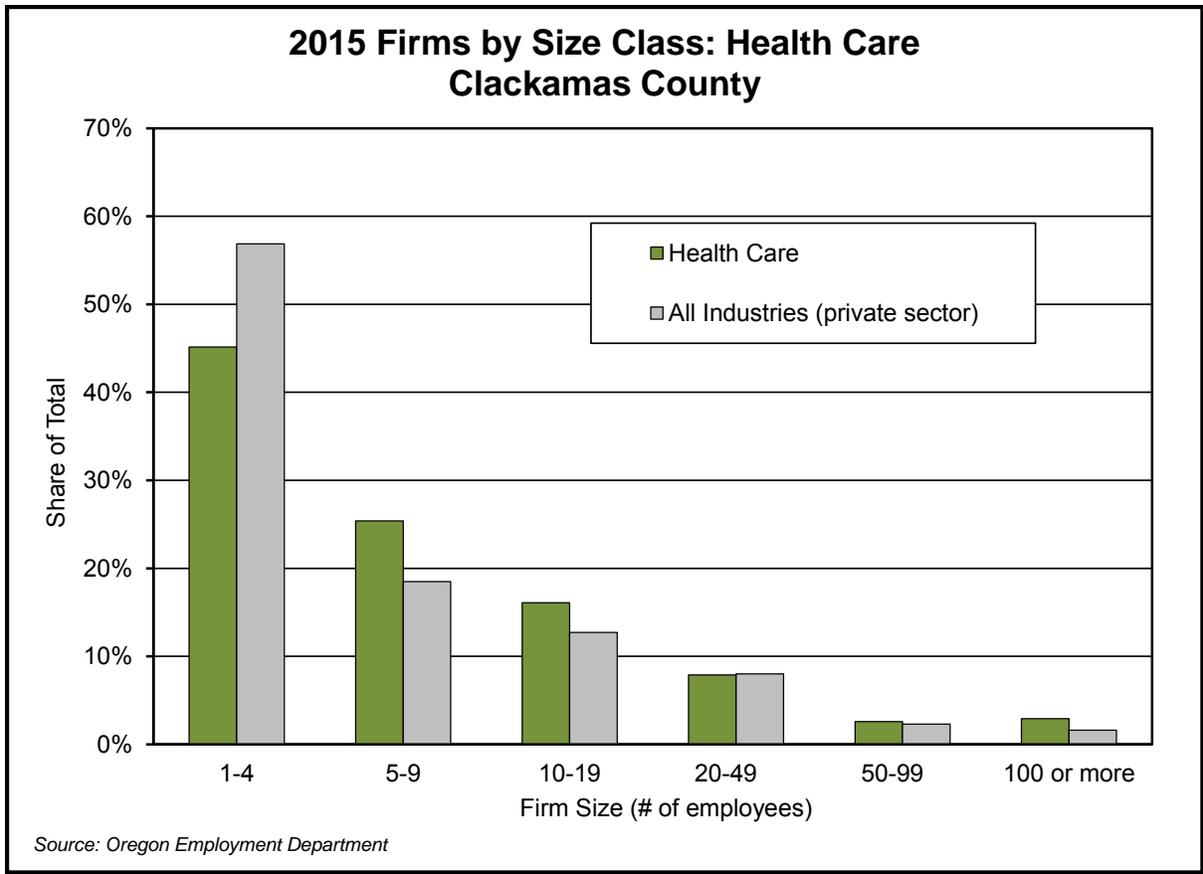


Chart 3

Workers in the 25-34 age group held 28 percent of Health Care’s jobs in 2014, while workers age 35-44 filled 24 percent. For all other private industries, these two age groups held about 42 percent – a gap of 10 percent. Only 3.6 percent of Health Care’s jobs were held by workers age 24 or younger, compared with around 14 percent for all other private industries. Females dominated the Health Care workforce, representing about 75 percent of the jobs, compared to just 48 percent for all other private industries.

Food Processing – Promising Sector

The Agriculture and Food Processing group includes crop production (NAICS 111), animal production (NAICS 112), agricultural services (NAICS 115), food manufacturing (NAICS 311) and beverage manufacturing (312). Agriculture and Food Processing provided over 6,100 jobs in 2014, matching its 2007 annual average. The Agriculture and Food Processing group fell to a low of 5,000 in 2011, adding back 1,200 jobs in three years, a gain of 24 percent.

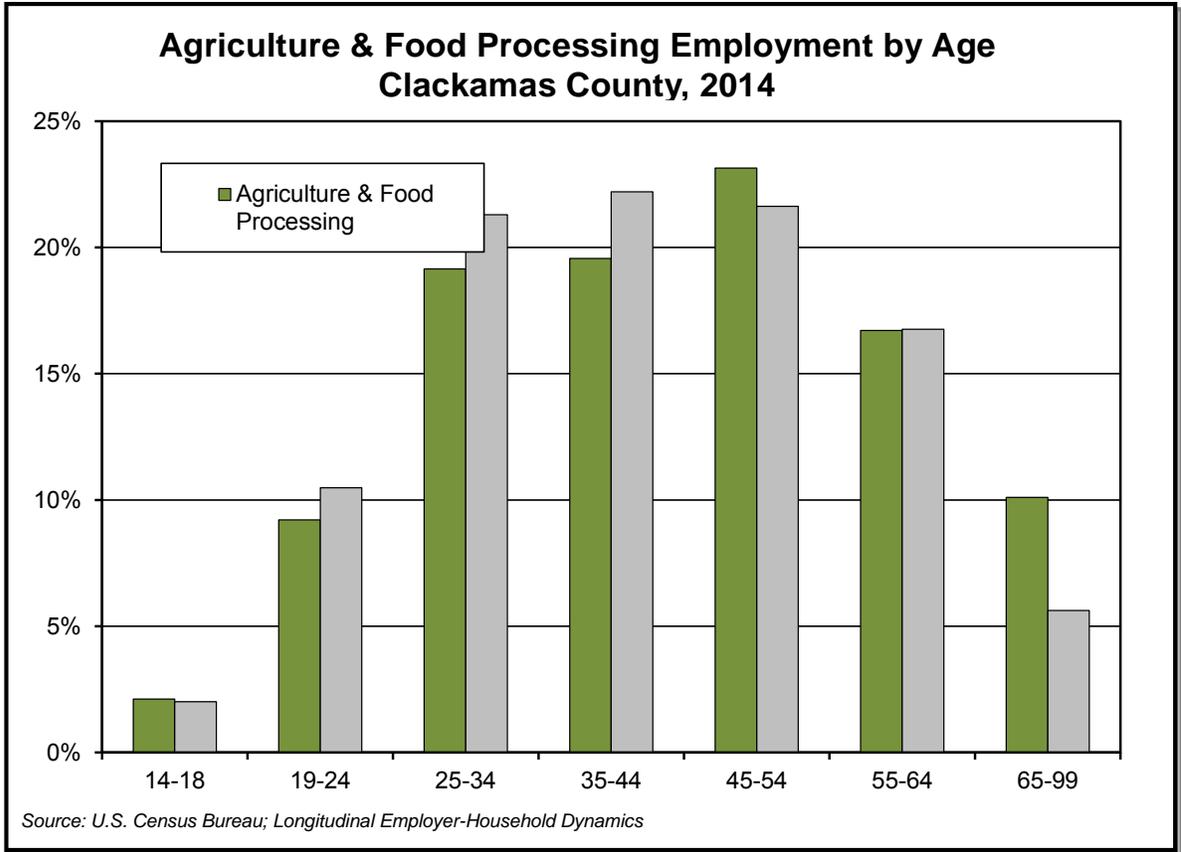


Chart 4

Agriculture and Food Processing’s payroll reached \$202 million in 2014 and wages averaged \$32,914, an increase of about \$4,100 or 14 percent since 2010. The industry included 277 employer units (with employment) in the first quarter of 2015, an increase of 12 employers since 2010-Q1. Crops represented about 56 percent of the group’s employer units. Unlike food and beverage manufacturing, not all agricultural jobs are covered by Oregon’s Unemployment Insurance system, particularly small employers – for that reason the size class profile over represents large firms and underrepresents small ones with fewer than 10 employees. (Chart 4)

The turnover rate for Agriculture and Food Processing, at 12.4 percent, was considerably higher than the private industry average, at 9.5 percent. The turnover rate for animal production was just 4.7 percent in 2014, while agricultural services experienced a turnover rate of 26.4 percent.

Workers in the 65-99 age group held just over 10 percent of Agriculture and Food Processing’s jobs in 2014, compared with 5.6 percent for all other private industries. The 45-54 age group was also overrepresented in Agriculture and Food Processing, holding 23.1 percent of its jobs compared with 21.6 percent for all other private industries. Females held 39 percent of the jobs in Agriculture and Food Processing.

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)]

Clackamas County will add 22,200 jobs between 2012 and 2022, according to projections from the Oregon Employment Department. This represents a 16 percent increase in employment over 10 years. The growth stems from anticipated private sector gains of 20,750 jobs (17%) and 1,450 jobs (9%) in government.

The 2012 to 2022 employment projections reflect several trends: continuing recovery from the Great Recession – particularly for the construction industry; a growing health care sector fueled by an aging population; continuing population growth; and the need for replacement workers due to baby boomer retirements.

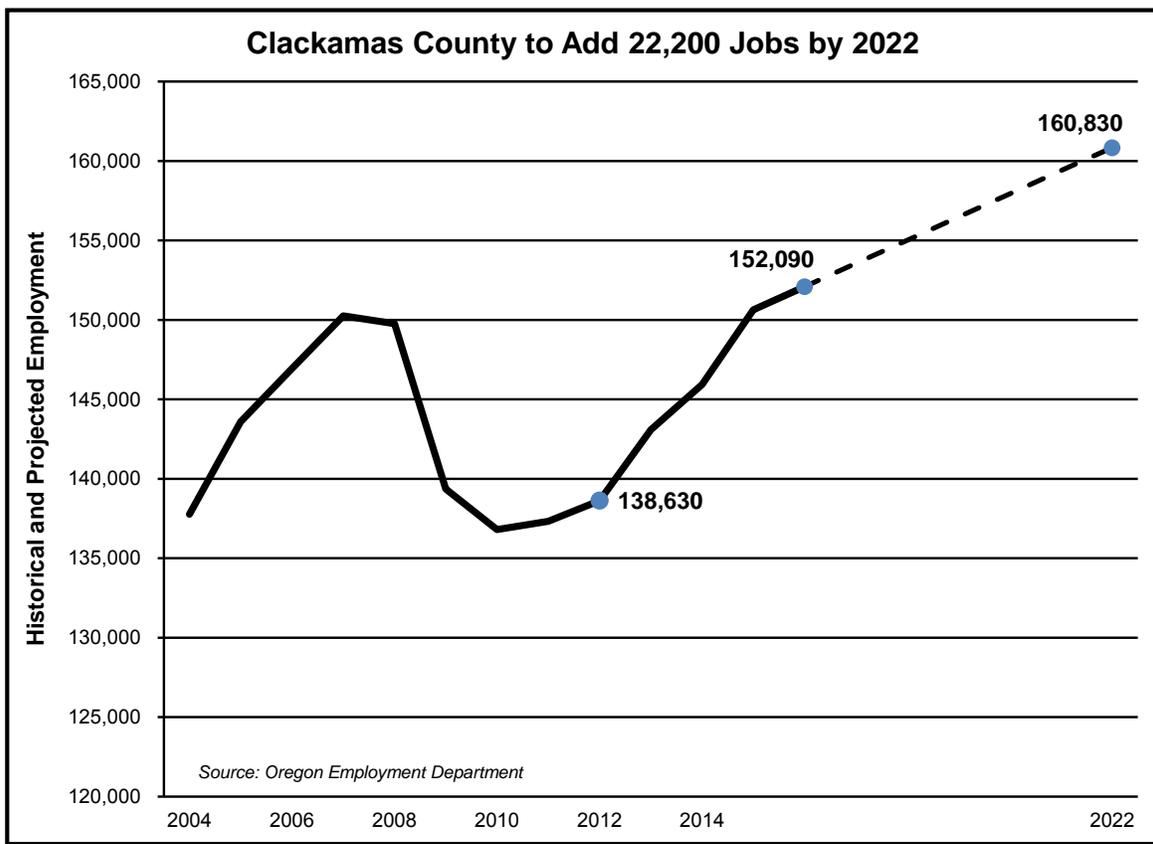


Chart 5

Industry Projections

There will be job opportunities in each of the broad private sector industry groups, as all are expected to add jobs by 2022. The professional and business services sector – which includes computer systems design services, temporary employment agencies, and business support services, among other industries – is projected to add the largest number of jobs (3,720), followed by the private health care industry (3,290). The construction industry, continuing its recovery from massive recessionary job losses, is projected to grow at the fastest rate of any industry (30%, or 2,630 jobs).

Federal government (-70; -6%) is the only industry expected to shed jobs over the decade.

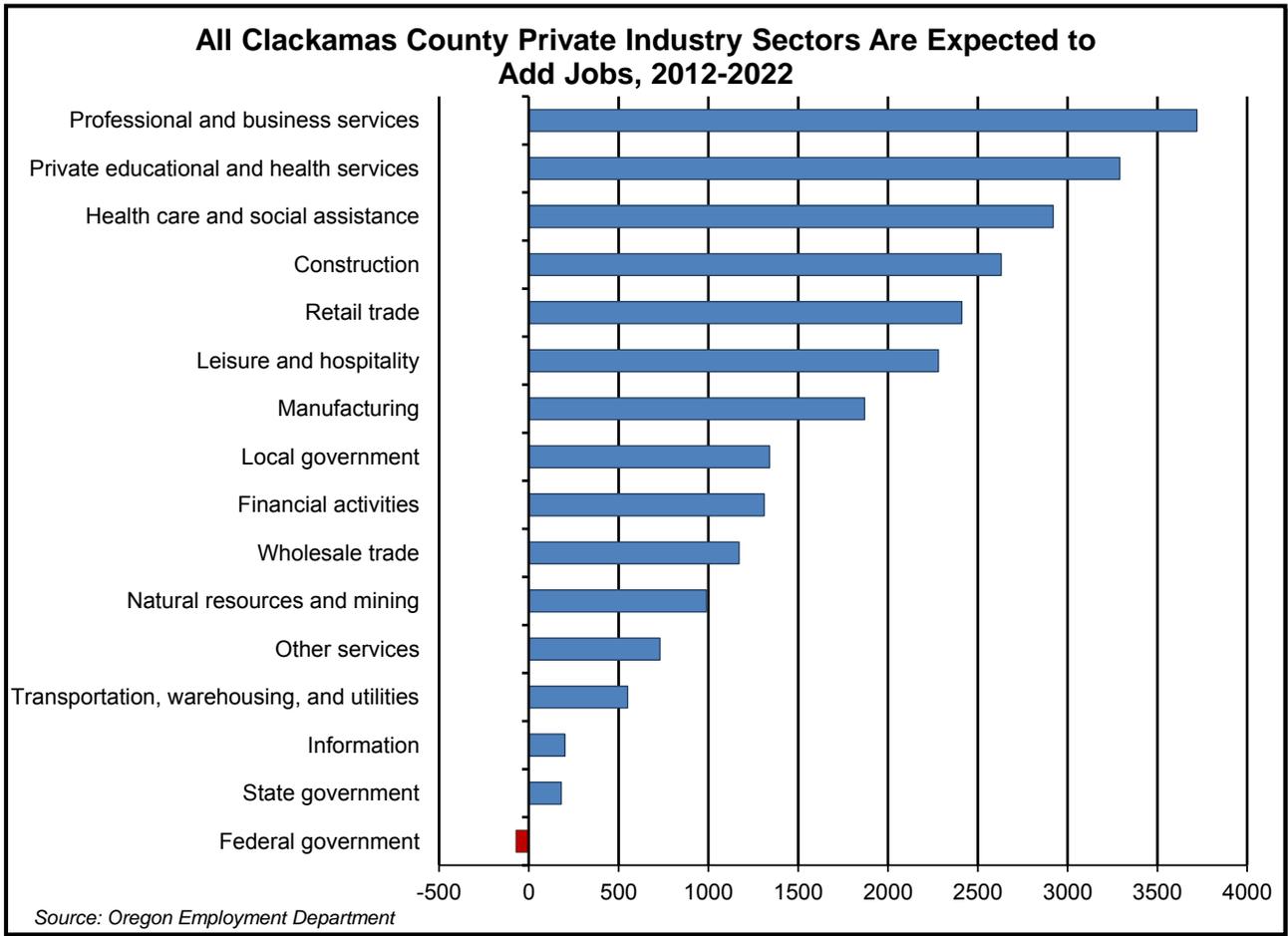


Chart 6

Occupational Projections

Between 2012 and 2022, there will be job openings in almost all occupations. These openings will come from both economic growth (new and expanding firms) and vacancies that are created when workers leave an occupation (e.g., retirement). In addition to new jobs from growth (22,500), the region’s

employers will also need sufficiently trained workers for the nearly 33,100 jobs that will become open as people change or leave occupations.

Clackamas County’s economic diversity is demonstrated by its occupational categories projected to have the largest number of job openings: service (10,850 openings), office and administrative support (7,160 openings), sales and related (7,020 openings), and professional and related (6,380 openings). Service occupations – which include cooks, janitors, and waiters and waitresses – generally pay lower wages and require lower levels of education.

Professional occupations – which include software developers, engineers, and teachers – tend to pay higher wages and require higher levels of education. Office and administrative support occupations - like legal secretary, postal service clerk and police, fire and ambulance dispatchers, and utility meter readers, generally pay moderate wages and require additional training beyond high school, often non-degree

| Fastest-Growing Occupations With More Than 300 Employed: Clackamas County, 2012-2022 | |
|---|--|
| 1. | Construction Laborers |
| 2. | Carpenters |
| 3. | Cooks, Restaurant |
| 4. | Food Preparation and Serving Workers |
| 5. | Landscaping and Groundskeeping |
| 6. | Supervisors and Managers of Food Preparation and Serving Workers |
| 7. | Accountants and Auditors |
| 8. | Farmworkers and Laborers |
| 9. | Physicians and Surgeons |
| 10. | Bartenders |

postsecondary training or an Associate’s degree. Sales and related occupations offer mix of low-paying entry-level jobs that require lower levels of education, like cashier – but it also includes technical and scientific sales, insurance sales agents and real estate brokers which offer high pay and typically require a college degree to be competitive.

Table 1

Construction, farming, and health care occupations will be the fastest-growing groups, driven in large part by an expanding and aging

| Occupations With the Most Job Openings Clackamas County, 2012-2022 | |
|---|---|
| 1. | Retail Salespersons |
| 2. | Food Preparation and Serving Workers |
| 3. | Cashiers |
| 4. | Waiters and Waitresses |
| 5. | Farmworkers and Laborers |
| 6. | Laborers and Freight, Stock, and Material Movers, Hand |
| 7. | Office Clerks, General |
| 8. | Truck Drivers, Heavy and Tractor-Trailer |
| 9. | Landscaping and Groundskeeping Workers |
| 10. | Wholesale and Manufacturing Sales Representatives, Except Technical and Scientific Products |

population and recession-recovery trends noted earlier. The fastest-growing large occupations are construction laborers, carpenters, cooks, food preparation and serving workers, landscaping and groundskeeping, and supervisors and managers of food preparation and serving workers.

Table 2

In terms of actual job counts though, retail salespersons (2,620 openings), food preparation and serving workers (1,874), cashiers (1,513), waiters and waitresses (1,466), and farmworkers and laborers (1,201), will have the largest number of projected job openings by 2022. These are large occupations and they will all experience openings due to economic growth, but more openings will be created from retirements or other departures of existing workers.

Software/IT

At the occupational level, nearly 67 percent of The Software/IT industry’s jobs required a Bachelor’s degree to be competitive in 2012. Occupations requiring a Master’s degree represented 8.7 percent and an Associate’s degree covered 11.7 percent. High school diploma or equivalent provided a competitive training level for just 8.5 percent of the group’s jobs. Postsecondary training (non-degree) was a competitive education requirement for 3.8 percent.

| Software/IT Occupations: Top Occupations, Greater Portland Region | | | | | | |
|--|------------------------|------------------------|-------------------|--------------------------------------|--------------------|-----------------------------------|
| Occupation | 2014 Sector Employment | % of Sector Employment | 2014 Median Wage* | % of Median Wage for All Occupations | Location Quotient* | Typical Entry Level Education |
| Software Developers, Applications | 3,042 | 14.1% | \$43.95 | 233% | 1.22 | Bachelor's degree |
| Software Developers, Systems Software | 1,650 | 7.6% | \$48.93 | 259% | 1.57 | Bachelor's degree |
| Computer User Support Specialists | 1,605 | 7.4% | \$22.56 | 119% | 1.32 | Some college, no degree |
| Computer Systems Analysts | 1,351 | 6.3% | \$41.40 | 219% | 1.02 | Bachelor's degree |
| Computer Programmers | 1,173 | 5.4% | \$34.81 | 184% | 1.01 | Bachelor's degree |
| Computer and Information Systems Managers | 841 | 3.9% | \$54.58 | 289% | 1.37 | Bachelor's degree |
| Web Developers | 736 | 3.4% | \$34.24 | 181% | 2.62 | Associate's degree |
| Computer Occupations, All Other | 704 | 3.3% | \$39.10 | 207% | 2.26 | Bachelor's degree |
| Customer Service Representatives | 602 | 2.8% | \$16.65 | 88% | 0.98 | High school diploma or equivalent |
| Sales Reps, Wholesale & Manufacturing, Technical & Scientific Products | 564 | 2.6% | \$32.06 | 170% | 1.38 | Bachelor's degree |
| *7-county metro area | | | | | | |
| Source: EMSI; Bureau of Labor Statistics | | | | | | |

*The 7 county metro area includes the counties of Clackamas, Columbia, Multnomah, Washington and Yamhill in Oregon and Clark and Skamania counties in Washington. This regional perspective is necessary due to commuter patterns within the region.

The Software/IT industry utilized short-term on-the-job training to fill just under 12 percent of its jobs, while moderate-term on-the-job training represented about 11 percent.

Advanced Manufacturing

At the occupational level, 20 percent of Advanced Manufacturing’s jobs required a Bachelor’s degree to be competitive. Postsecondary training (non-degree) was a competitive education requirement for just over one-in-five Advanced Manufacturing jobs. Occupations requiring a Master’s degree represented eight percent and an Associate’s degree covered 8.7 percent. High school diploma or equivalent provided a competitive training level for about 42 percent of the group’s jobs.

| Largest Occupations in Advanced Manufacturing | | | | | | |
|---|------------------------|------------------------|-------------------|---------------------------------------|--------------------|-----------------------------------|
| Occupation | 2014 Sector Employment | % of Sector Employment | 2014 Median Wage* | % of Median Wage for all Occupations* | Location Quotient* | Education Level |
| Semiconductor Processors | 3,597 | 3.9% | \$16.36 | 87% | 20.05 | Associate's degree |
| Electrical and Electronic Equipment Assemblers | 2,675 | 2.9% | \$15.06 | 80% | 1.71 | High school diploma or equivalent |
| Industrial Engineers | 2,379 | 2.6% | \$48.08 | 255% | 1.78 | Bachelor's degree |
| Industrial Engineering Technicians | 2,333 | 2.5% | \$27.07 | 143% | 4.10 | Associate's degree |
| Welders, Cutters, Solderers, and Brazers | 2,301 | 2.5% | \$20.19 | 107% | 1.17 | High school diploma or equivalent |
| Machinists | 2,299 | 2.5% | \$22.65 | 120% | 0.91 | High school diploma or equivalent |
| Team Assemblers | 2,137 | 2.3% | \$13.19 | 70% | 0.37 | High school diploma or equivalent |
| Inspectors, Testers, Sorters, Samplers, and Weighers | 2,131 | 2.3% | \$17.75 | 94% | 0.89 | High school diploma or equivalent |
| Electrical and Electronics Engineering Technicians | 1,903 | 2.1% | \$28.15 | 149% | 2.56 | Associate's degree |
| Computer-Controlled Machine Tool Operators, Metal & Plastic | 1,612 | 1.7% | \$18.16 | 96% | 1.46 | High school diploma or equivalent |
| Total All Occupations | 92,135 | | \$18.88 | | | |
| *7-county metro area, all industries | | | | | | |
| Source: EMSI; Bureau of Labor Statistics | | | | | | |

*The 7 county metro area referred to on the charts above and below include the counties of Clackamas, Columbia, Multnomah, Washington and Yamhill in Oregon and Clark and Skamania counties in Washington. This regional perspective is necessary due to commuter patterns within the region.

Advanced Manufacturing utilized short-term on-the-job training to fill about 18 percent of its jobs, while moderate-term on-the-job training represented 44 percent. Long-term on-the-job training was utilized to train close to eight percent of its workers.

Health Care

At the occupational level, over 22 percent of Health Care's jobs required a Bachelor's degree to be competitive. Postsecondary training (non-degree) was required for about 34 percent of Health Care's jobs. Doctoral or professional degrees were in high demand, representing 11.6 percent of Health Care's jobs, while about eight percent required an Associate's degree to be competitive. A high school diploma or equivalent provided a competitive training level for 19 percent of the group's jobs.

| Top Health Care Occupations (Sector): Greater Portland Region | | | | | | |
|---|-------------------------|------------------------|-------------------|------------------------------------|--------------------|-----------------------------------|
| Occupation | 2014 Sector Employment* | % of Sector Employment | 2014 Median Wage* | % of Median Wage, All Occupations* | Location Quotient* | Typical Entry Level Education |
| Registered Nurses | 15,464 | 13.8% | \$41.53 | 220% | 0.89 | Bachelor's degree |
| Medical Secretaries | 6,772 | 6.1% | \$17.41 | 92% | 1.84 | High school diploma or equivalent |
| Nursing Assistants | 6,131 | 5.5% | \$13.45 | 71% | 0.58 | Postsecondary non-degree award |
| Medical Assistants | 5,550 | 5.0% | \$16.91 | 90% | 1.26 | Postsecondary non-degree award |
| Personal Care Aides | 4,332 | 3.9% | \$10.93 | 58% | 0.81 | Less than high school |
| Physicians and Surgeons, All Other | 3,068 | 2.7% | \$96.77 | 513% | 1.57 | Doctoral or professional degree |
| Dental Assistants | 3,050 | 2.7% | \$19.71 | 104% | 1.21 | Postsecondary non-degree award |
| Receptionists and Information Clerks | 2,644 | 2.4% | \$13.49 | 71% | 0.82 | High school diploma or equivalent |
| Dental Hygienists | 2,634 | 2.4% | \$36.16 | 192% | 1.70 | Associate's degree |
| Home Health Aides | 1,990 | 1.8% | \$11.11 | 59% | 0.39 | Less than high school |
| *7-county metro area, all industries | | | | | | |
| Source: EMSI; Bureau of Labor Statistics | | | | | | |

Health Care utilized short-term on-the-job training to fill about 24 percent of its jobs, while moderate-term on-the-job training represented eight percent. Long-term on-the-job training was utilized to train just 1 percent of Health Care’s workers but internships represented seven percent.

Food Processing – Promising Sector

At the occupational level, 83 percent of Agriculture’s jobs required a high school diploma or equivalent to be competitive. Just seven percent of Agriculture and Food Processing’s jobs required a Bachelor’s degree to be competitive.

Agriculture and Food Processing utilized short-term on-the-job training to fill 69 percent of its jobs, while moderate-term on-the-job training represented about 18 percent. Long-term on-the-job training was utilized to train just 4 percent of Agriculture and Food Processing’s workers.

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)]

Workforce

Clackamas County is part of the Portland-Vancouver-Hillsboro, OR-WA MSA, a seven county MSA that also includes Columbia, Multnomah, Washington and Yamhill counties in Oregon, along with Clark and Skamania counties in Washington State. The Portland MSA’s labor force totaled more than 1.2 million in 2014 and Clackamas County represented about 17 percent or 202,230.

Clackamas County’s annual unemployment rate bottomed out in 2007 at 4.6 percent, matching the U.S. rate. Multnomah County’s unemployment rate was slightly higher, at 4.9 percent, while Washington’s 4.3 percent led the Portland MSA (5.0%). Two years later, at the height of the recession, Clackamas County’s unemployment rate shot up to 10.4 percent, well below Oregon’s 11.3 percent but well above the U.S.’s 9.3 percent. Unemployment rates converged in 2011 with Clackamas County at 8.8 percent, falling to 6.3 percent in 2014. Unemployment fell further in 2015, with Clackamas County’s seasonally adjusted rate falling to 5.2 percent in November, low enough to rank 6th in Oregon, right behind Multnomah (5.0%) and Washington (4.7%)

Labor force participation tends to fall during or immediately after a recession as workers leave the labor force for reasons such as discouragement over jobs prospects and school or training attendance, until the job market picks back up.

Oregon’s labor force participation rate (LFPR) peaked at nearly 69 percent way back in 1998 – an expansion that began back in 1976 at 63 percent. Oregon's LFPR gradually increased as the Baby Boom generation and women increasingly participated in the labor force. But after 1998, Oregon's LFPR has steadily declined to a series low of 61.4 percent in 2013

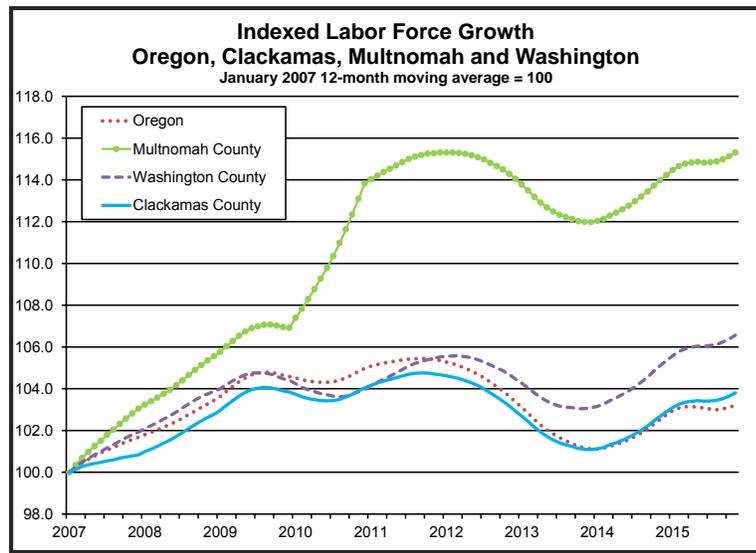


Chart 7

steadily declined to a series low of 61.4 percent in 2013

The labor force participation rate among Oregon’s youth and young adults (age 16 to 24) has been falling for more than two decades, with the sharpest decline among teenagers. There are two main reasons: a growing number of adults working in jobs historically held by teens, and an increasing emphasis on school and college.

An abundance of Baby Boomers has meant a slower pace of post-recession

labor force growth for Clackamas County compared with its MSA counterparts Multnomah and Washington counties. Labor force growth indexed to January 2007 (12-month moving average) is shown in the accompanying chart. Clackamas County’s labor force surged at the onset of the recession, peaking in late 2011 then shrinking for a period of about 28-months. Labor force growth returned in 2014 and continued in 2015 with a November index value of 103.8, an increase of 7,400 (3.8%). Clackamas County has generally followed Oregon’s labor force trend throughout the recession and recovery.

Within the Portland metro area, labor force growth varied considerably, led by Multnomah County’s 15.3 percent growth, then Washington County’s 6.6 percent. Out of 36 Oregon counties, 24 experienced a labor force loss from 2007 to 2015.

A median aged Clackamas County resident was 41.1 years-old in 2014 (ACS 5-year), while Washington County’s median, at 35.9 years and Multnomah County’s, at 36.3 years were considerably younger. Oregon’s median age, at 38.9 years also fell below the median for Clackamas County. The profile for residents age 20 to 44 is also quite different, comprising just over 30 percent of Clackamas County’s population compared with 41.2 percent in Multnomah County and 36.7 percent in Washington County. Older residents and those nearing retirement age 50 to 64 years represented 22.5 percent of Clackamas County’s population in 2014, compared with just 18.2 percent for Washington County and 18.8 percent for Multnomah County.

Education

At the total population level, Clackamas County’s workforce seems to have a sufficient level of educational attainment for Clackamas County’s future occupational openings.

Table 3

| Educational Attainment: Clackamas County, 2014 (ACS 2010-2014 5-year) | | | | | | |
|---|---------|---------|---------|--------|---------|----------|
| | Number | Percent | Male | Male % | Female | Female % |
| Population 25 years and over | 266,098 | 100% | 128,175 | 48.2% | 137,923 | 51.8% |
| Less than 9th grade | 6,386 | 2.4% | 3,461 | 2.7% | 2,896 | 2.1% |
| 9th to 12th grade, no diploma | 12,773 | 4.8% | 6,921 | 5.4% | 5,931 | 4.3% |
| High school graduate (includes equivalency) | 63,331 | 23.8% | 30,506 | 23.8% | 32,826 | 23.8% |
| Some college, no degree | 76,104 | 28.6% | 34,992 | 27.3% | 41,101 | 29.8% |
| Associate's degree | 22,618 | 8.5% | 10,126 | 7.9% | 12,551 | 9.1% |
| Bachelor's degree | 55,348 | 20.8% | 27,045 | 21.1% | 28,136 | 20.4% |
| Graduate or professional degree | 29,803 | 11.2% | 15,253 | 11.9% | 14,620 | 10.6% |

The county has more graduate and professional degree holders than will be required for the openings expected in the near future. The situation is a bit tighter for openings that require a bachelor’s degree to be competitive; over 20 percent of the population holds the degree, and 16 percent of the expected openings will require one.

Only 7.2 percent of the population had less than a high school diploma in 2014. Does this mean that there’s a shortage of undereducated workers? Unlikely, it more likely means that 93 percent of the population is overeducated for the 28 percent of future openings, with an entry level education requirement below high school diploma. Likewise, 37 percent of future occupational openings will need a high school diploma, and 24 percent of the population can meet this need exactly, and 69 percent exceed it.

Another consideration when looking at the education level of residents in the county in comparison to the education requirements for in-demand occupations is commute patterns. According to the American Community Survey, slightly less than half of Clackamas County’s resident workers, 49 percent, worked in Clackamas County during 2014. A similar share of resident Clackamas County workers, 49 percent, worked in a different Oregon county and about 2 percent worked in a different state. The Census Bureau’s *On The Map* system identified Multnomah County as the top destination in 2014 for resident workers that commuted outside Clackamas County. Washington County ranked second, followed by Marion County and Clark County (WA). This outflow and inflow of workers across the region can also play an important role when considering the educational alignment of workers with the needs of businesses in Clackamas County.

While the data shows sufficient education-levels for Clackamas County residents, it is important to also recognize that increasing the skills of the emerging workforce will benefit our region as a whole. Additionally, it is also apparent that while the level of education seems to align with the available jobs in the area, businesses are still in need of skilled individuals to meet their workforce needs, and as such, it

seems closer alignment with the education system and training programs are needed in order to fully support the businesses of Clackamas County.

Barriers to employment

Aside from insufficient education, people may face other barriers to employment as well. One such barrier is language since most jobs require the ability to speak English. While approximately 88 percent of Clackamas County residents age five and over speak only English, of the remaining 12 percent that speak a foreign language at home, over five percent speak English less than “very well.”

Table 4

| Ability to Speak English, Ages 5 and over (ACS 2010-2014) | | |
|--|---------------------|---------|
| | Clackamas County | Percent |
| Total | 363,666 | |
| Speak only English | 320,458 | 88.1% |
| Speak a foreign language at home | 43,208 | 11.9% |
| Speak English "very well" | 26,521 | 7.3% |
| Speak Spanish | 20,412 | 5.6% |
| Speak English "very well" | 11,858 | 3.3% |

Source: U.S. Census Bureau

Spanish speakers represented 5.6 percent of the county’s residents age five and over and 3.3 percent speak English “very well.”

Table 5

Having a disability also constitutes a barrier to employment for many people. There were approximately 22,900 people indicating that they had a disability from 2010 to 2014. About 5 percent of employed workforce had a disability. People with a disability made up 13 percent of the unemployed, and 25 percent of those not in the labor force at all. All told, more than half, 55 percent, of Clackamas County residents with a disability were not employed.

| Population Employment Status by Disability Status Ages 18 to 64 (ACS 2010-2014) | | | |
|--|---------------------|---------------------|------------------------|
| | Clackamas County | Percent of Group | Percent of Disabled |
| Total | 242,069 | | |
| In the labor force | 191,500 | 79.1% | |
| Employed | 179,314 | | |
| With a disability | 8,739 | 4.9% | 38.2% |
| No disability | 170,575 | 95.1% | |
| Unemployed | 12,186 | | |
| With a disability | 1,549 | 12.7% | 6.8% |
| No disability | 10,637 | 87.3% | |
| Not in labor force | 50,569 | | |
| With a disability | 12,593 | 24.9% | 55.0% |
| No disability | 37,976 | 75.1% | |

Source: U.S. Census Bureau

A criminal history is also a barrier to employment for some residents of Clackamas County. A national study published by the Center for Economic and Policy Research estimated that in 2008 about one in 33 working age adults was an ex-prisoner, and about one in 15 was an ex-felon. This proportion would imply that about 7,300 ex-prisoners and 35,900 ex-felons live Clackamas County.

Clackamas County Community Corrections operates two work release programs, the Corrections Center, an 80-bed male facility and the Women’s Center, a 34-bed facility.

See section 3.9 for additional populations with barriers CWP plans to target with a system approach.

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)]

Clackamas County’s Workforce Board has three adult and dislocated worker service providers and, along with the Oregon Employment Department and other WorkSource Clackamas partners, is able to provide services to an average of 9,000 adult and dislocated workers and over 75 businesses per year.

A wide variety of adult and dislocated worker workforce development activities are available to both job seekers and businesses in the Clackamas County area including assessment, career planning, training, job search and placement services, lay-off aversion and rapid response services. Job seekers and career changers can receive individualized case management services resulting in the development of career and employment plans, enrollment in training and educational services, the receipt of support services to support employment plans, and job placement and retention services in order to find, keep and advance in jobs. Lay off aversion and rapid response services are available to help expanding businesses meet their needs, declining businesses prevent layoffs, and/or assist affected workers in returning to work as quickly as possible in the event of a major dislocation event.

Types of education, training and employment activities include short-term pre-vocational training, work experiences, English language acquisition, occupational skills training (both short and long-term), registered apprenticeships, on-the-job training (OJT), entrepreneurial training referrals, adult basic education, customized training, job search workshops and individualized job placement services.

Participants who attend training enter and retain employment at a much higher rate than those who do not receive training. Participants receiving training enter employment 84% of the time, vs 59% for those who have not received training and retain employment for 3 quarters after exit 87% of the time. Work-based training, including OJT’s, are known to be an effective strategy for people entering and retaining employment.

The strengths of CWP’s training and job placement services include their alignment with our Regional Sector Strategies work with employers within three workforce areas, across two State lines. Employer input, a critical part in the development of in-demand career pathways, guides our public workforce investments and links the workforce supply with training and education programs to meet industry demand.

The challenges of workforce development in Clackamas County is not so much a reflection of the lack of availability of training and education programs, but the lack of wraparound services and resources

necessary to ensure individuals successfully complete programs and enter employment. The deficiency of affordable housing, available and affordable child care, and access to transportation continue to hold people back from 1) completing their career and employment plans and 2) moving off of publically subsidized programs.

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

With the implementation of the Workforce Innovation and Opportunity Act (WIOA), Clackamas Workforce Partnership provides a multitude of services to youth ranging in ages 14 – 24 years old. To qualify for the services and programs offered under the WIOA guidelines, a candidate must face one or more barriers preventing them from the successful attainment of a high school degree, GED, or employment and training services. One of the key focuses of WIOA is to provide youth a path to higher education and assist them with obtaining a degree and/or employment training services. During program year 2014-15, 77% of the youth enrolled with C-TEC Youth Services (youth service provider contracted through CWP), were able to obtain a high school diploma or GED, while continuing to build on their skills and future employment goals. In addition, youth were also provided with additional services, such as academic and occupational skill development; post-secondary training or certification; internship and externship placements; and employment. The results of WIOA services would not be possible if it not for the established relationships with local school districts, WorkSource Clackamas and staff providing the required services to the disengaged youth within our community.

As a result of a strong partnership with C-TEC, Clackamas County has been successful in serving almost 500 youth during the course of the past program year. It is as a result of strong coordination of services that at-risk youth within the county have the opportunity to become more self-sufficient, while still receiving the necessary support through case management, financial support and assistance, as well as access to resources and skill building opportunities. Students are placed into identified targeted sectors within the region, to provide them with the opportunity to gain entry into fields that provide livable wages and long-term career options. In-fact, almost 160 youth were placed into full-time employment during the past program year because of the engagement and support of the business community.

CWP is active in numerous community projects engaging youth in training opportunities, building connections to businesses, and providing training services for the youth facing barriers to employment. Projects and programs include, but are not limited to the following:

- Partnership and coordination in the annual Manufacturing Day, held in October during manufacturing month, to provide youth with first-hand exposure to the inner workings of the industry. Students participate in mock interviews, industry tours, presentations from local manufacturing businesses, along with networking opportunities to encourage and connect youth to summer internships and employment opportunities. This event is supported by many partners including

Clackamas Community College, Clackamas Academy of Industrial Sciences, Sabin-Schellenberg Professional Technical Center, Canby High School, Gladstone High School, Canby Area Chamber, Oregon City Chamber, City of Canby, Oregon Manufacturing Extension Partnership as well as local businesses and other partners in economic development, community based organizations, higher education, area high schools, and the workforce system.

- Manufacturing and Trades Preparation Program (6 months, 55 hours of training, 5 college credits): Introduction to Trades and Utility Careers, Drafting and Reading Blueprints, Machine Shop Production, ODOT Roadway Flagger Licensure, FIRE Safety Training, OSHA Young Workers Certificate, and National Career Readiness Certification, CPR/First Aid/AED Certification
- Providence Advanced Training in Hospitality Services Program (6 months, 85 hours of training, 2 college credits): Culinary Arts and Hospitality Training sponsored by Providence Health Care, Barista Training, Nutrition Services Training, Special Dietary Needs for Health Care Settings Training, ServSafe Certification, Food Handlers Card, FIRE Safety Training, National Career Readiness Certification
- Clackamas Community College Utility Preparation Program (6 months, 55 hours of training, 4 college credits): Utilities Career Exploration, Intro to Electrical Trades and Apprenticeships, ODOT Roadway Flagger Licensure, OSHA Young Workers Certificate, FIRE Safety Training, National Career Readiness Certification, First Aid/CPR/ AED Certification
- NW Youth Careers Expo: Annual event to showcase the programs regional youth have undertaken to advance their skill-set, in order to become competitive in today's ever-changing workforce.
- Clackamas Regional Skills Competition: Hosted by Clackamas Community College, this event provides an opportunity for the local youth to compete on a regional level in fields ranging from Chemistry and Computer Science to Journalism and Engineering, among a dozen other specialized fields.

CWP has been instrumental in supporting local economic growth and the development, not only the businesses in the county and region, but of student-to-business relationships which are crucial in order to build awareness for the youth to this industry.

Section 2: Strategic Vision and Goals

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. [WIOA Sec. 108(b)(1)(E)]

Clackamas Workforce Partnership (CWP) began the strategic planning process in March 2015 at a Board Retreat with assistance from state hired consultants. The local workforce system has been making strides in preparing workers for today's jobs and tomorrow's careers under the Workforce Investment Act. The reality is there is much more to do.

CWP Board identified challenges, reinforced through stakeholder forums, facing the community as it relates to workforce:

- Businesses need real time solutions to workforce concerns with business and industry input.
- As the economy shifts, more adults are finding themselves lacking the skills necessary to compete in today's workforce.
- Young people are increasingly more disconnected from the world of work, affecting tangible and soft skills.
- Resources are shrinking making it a necessity to align programs and funding across the workforce system.
- Traditional educational models have been content-focused in design; workforce-focused models will necessitate instructional innovation.

The vision -- Clackamas County thrives with a skilled workforce that creates sustained economic prosperity for existing and new businesses.

Clackamas Workforce Partnership has worked with Worksystems and Southwest Washington Workforce Development Council under the umbrella of the Columbia-Willamette Workforce Collaborative (CWWC) to align goals and to establish a partnership to support and develop regional talent. Partnerships with higher education have already yielded instructional innovations that allow for accelerated opportunities for job seekers to gain adult basic skills credentials while earning pathway certificates that promote higher wage earning potential and increase both entered and retained employment.

CWP Vision and Goals - **See Attachment 2.1**

**The Strategic Plan process and discussions were contracted through and facilitated by Point B, Management Consultants.*

2.2 Describe how the board’s vision and goals align with and/or supports the vision of the Oregon Workforce Investment Board (OWIB): A strong state economy and prosperous communities are fueled by skilled workers, quality jobs and thriving businesses.

The Clackamas Workforce Partnership Board is fully supportive of the Oregon Workforce Investment Board's (OWIB) vision and intends to deliver on the expectations set out by the strategic goals. CWP and the local workforce system would like to capitalize on the opportunities made available with WIOA with assistance from OWIB. From the initial strategies through the sunset of the local plan, building a system that truly benefits the economic drivers of Clackamas and Oregon, as well as the citizens of the region is necessary and essential.

Alignment – **See Attachment 2.2**

2.3 Describe how the board’s vision and goals contributes to each of the OWIB’s goals:

- Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand.
- Provide business and industry customized workforce solutions to prepare and deliver qualified and viable candidates and advance current workers.
- Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum.
- Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers.

The OWIB’s strategic plan includes a number of strategies under each goal. Local boards are not expected to address how each strategy will be implemented. It is up to the discretion of the local board to determine what strategies best fit the local needs.

The Clackamas Workforce Partnership (CWP) goals which support Businesses, Adults, and Youth mirror the OWIB goals supporting the same key customers. The Workforce System OWIB goal is also intertwined with the three aforementioned goals. The OWIB has provided a framework and expectation CWP, at the local level, intends to deliver on. With education and training partners as well as local partners’ expertise and guidance, the right strategies will be identified to move Oregonians living and working in Clackamas County onto greater prosperity.

In addition, the work of the OWIB around supporting the workforce system is an essential component to expanding the reach of services and ensuring integral partners are aligned.

Alignment – **See Attachment 2.3**

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

During the course of the Strategic Planning sessions which brought together numerous stakeholders within the community (i.e. higher education, school districts & partners, key business and industry leaders, local and regional government representatives, along with a host of community

partners) the board was able to ensure crucial feedback was incorporated into every facet of the overall planning process, and thus included in the local plan. The metrics and measures which were presented, discussed, and agreed upon, are a part of the WIOA programming model meant to align and support the overall mission and vision of Clackamas Workforce Partnership (CWP) Board.

The Board's goals directly relate to and will positively impact WIOA performance metrics for youth, adults and dislocated workers in our workforce system. The basis of CWP's goals and strategic plan is to further enhance positive growth in the following categories:

- Entrance into employment
- Employment retention
- Average earnings
- Credential attainment
- In-program skills gains
- Placement in training
- Literacy and numeracy gains
- Effectively serving businesses

Section 3: Local Area Partnerships and Investment Strategies

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. [WIOA Sec. 108(b)(1)(F)]

The Clackamas County workforce development system is reliant on collaboration, integration and communication. Clackamas Workforce Partnership (CWP) has an opportunity to build on earlier work to foster and develop partnerships with private and public partners to further align our shared vision.

CWP convenes and facilitates the below meetings for organizations that carry out core programs to discuss service delivery strategies in support of resource alignment:

- Clackamas Workforce Partnership Board membership has private and public members and convenes quarterly.
- The WorkSource Clackamas Integrated Leadership Team consists of contracted youth, adult and dislocated worker service providers; members from all WIOA titles including Clackamas Community College (1B Provider and Title 2 Adult Basic Skills); Oregon Employment Department; Department of Human Services Vocational Rehabilitation; Department of Human Services Self-Sufficiency; CESD C-TEC Youth Services (1B Provider); Community Corrections; and Community Solutions (a workforce department within Clackamas County). This team meets monthly.
- The Local Unified Plan Partner Group includes members of the above group as well as Easter Seals, Job Corps, Housing Authority of Clackamas County and Clackamas County Social Services and meets bi-annually.
- The Workforce Partner Network convenes monthly and consists of a wide variety of partners, workforce entities and community based organizations.

Resource alignment occurs through the above formal meetings as well as informal case-specific discussions with workforce partners. The goal is to maximize resources available to participants, minimize service redundancies amongst partners in order to allow for a similar customer experience at all partner agencies, and to integrate program development opportunities that are aligned with employer needs.

CWP staff also participate in local groups to share workforce related resources and align multiple system. Some of these groups include:

- Economic Development Commission
- Clackamas County Early Learning Hub
- Homeless Policy Council
- Trimet Equity Advisory Council
- South Metro-Salem STEM Hub
- Youth Provider Network

Working in tandem with economic development and local area Chambers of Commerce, as well as education and industry associations, CWP ensures resource alignment to reduce duplication and increase efficiencies when connecting to business customers.

Through the Oregon Connections website, CWP will assist with the connection of business volunteers to teachers in classrooms, to bring relevant career skills to students. This site can help students understand multiple career pathways and enhance work readiness.

Portland-Vancouver Metropolitan Area Workforce Boards have also developed a unified approach to serve industry, support economic development, and guide public workforce investments. This partnership, the Columbia-Willamette Regional Workforce Collaborative (Collaborative), aligns our capabilities and resources to improve the region's ability to leverage and layer funding streams, to coordinate ideas and strategies, to pursue resources and fill gaps, to link workforce supply and industry demand, and enable life-long learning and advancement.

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. [WIOA Sec. 108(b)(2)]

Clackamas Workforce Partnership (CWP) and the workforce system has a significant number of organizations, public and private, that bring to the table a great deal of expertise and professional programming. Many partners are included in the local workforce development system and have representation on the board and work groups.

- **Clackamas Community College** represents programs authorized under WIA Title IB (Adult and Dislocated Worker) and Title II (Adult Literacy), in addition to Career Pathways and higher education training programs.
- **Oregon Employment Department** represents programs authorized under the Wagner Peyser Act, programs authorized under State Unemployment Compensation Laws, Trade Adjustment Assistance and NAFTA Transitional Assistance Activities authorized under Chapter 2 of Title II of the Trade Act; Local Veterans Employment Representatives and Disabled Veterans' Outreach Programs.
- **Oregon Department of Human Services: Vocational Rehabilitation** represents programs authorized under Title IV of WIOA and Title I of the Rehabilitation Act.
- **Oregon Department of Human Services: Self-Sufficiency** represents programs authorized under Temporary Assistance to Needy Families, Supplemental Nutrition Assistance Program (SNAP), Medicaid and state funded programs including the Oregon Health Plan.
- **Timberlake Job Corps** represents programs authorized under the WIOA, Title IC.
- **Easter Seals of Oregon** represents Title V of the Older Americans Act which includes job search

assistance and providing work experience.

- **Clackamas Education Services District** – represents programs authorized under the Carl Perkins Act and C-TEC Youth Services programs authorized under the WIOA, Title IB (Youth).
- **Clackamas County Health, Housing and Human Services (H3S)**
 - **Community Solutions for Clackamas County** represents referrals and delivery for workforce services from the Department of Human Services, Clackamas County Mental Health & Office of Vocational Rehabilitation, and County Corrections.
 - **Clackamas County Social Services** represents programs authorized under Housing and Urban Development, Community Services Block Grant (CSBG), and the County Veterans Officer for services to veterans, also Developmental Disability services and services to seniors through the Older Americans Act.
 - **Housing Authority for Clackamas County** represents HUD funded programming.
- **Clackamas County Community Corrections** represents the criminal justice system interested in further alignment with workforce system.
- **The Immigrant and Refugee Community Organization (IRCO)** represents non-English speaking (with an emphasis on Spanish speaking) Clackamas County residents providing culturally-appropriate outreach, support and career development, training and employment services.
- **Northwest Family Services** provides responsive and innovative job search and employment retention and advancement workshops to ensure WIOA participants find, keep and advance in jobs.

3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of OWIB’s goals and strategies. [WIOA Sec. 108(b)(2)]

Partners listed in 3.2 have a deep history of collaboration with one another, with extensive experience and knowledge of workforce development. Each has played an active role moving the system forward through co-location of workforce and training services that mirror those of the WorkSource Oregon Operational Standards and the one-stop design. There is a recognition that we are not starting from scratch, but building on these partnerships to further integrate referrals and align services and programs with information that influences program development based on employer need and labor market data to reach a common vision under the OWIB and WIOA.

In addition, these partners took an active role in developing the 2016-2020 workforce system goals and strategies and are currently reviewing the existing support services that benefit the Clackamas Workforce Partnership as a system of independently operating organizations.

Partners are engaged through regular meetings and correspondence. See 3.1 for list of team meetings.

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. [WIOA Sec. 108(b)(12)]

To ensure the best possible collaborative efforts in implementing the WorkSource Standards, Clackamas Workforce Partnership (CWP) with the Local Leadership Team (LLT) involved frontline staff in every step of the process, in order to maintain a high level of coordination and training while rolling out the new measures and standards. During the course of this process, staff and leadership alike have both taken a hands-on approach, to keep staff engaged and involved in the changes. Staff input has been encouraged and sought out through planning stages, incorporating progressive ideas at each level of the process, in order to maintain a timeline of being fully integrated and operational by July 1, 2016.

Implementation of the WorkSource Oregon Operational Standards is ultimately overseen by the LLT. The LLT oversees a Center based staff from the local board, our Title 1B provider Clackamas Community College, and Oregon Employment Department staff with additional input from contracted onsite providers. Once initial staff training is complete and WSO Standards are fully implemented, all new center and partner staff in WorkSource Clackamas will continue to be trained and supported to maintain the highest level of professionalism and customer service.

The following are specific steps being taken to implement the Standards, improve services and avoid duplication:

- **Exploratory Services:** Training and oversight is being provided to ensure that all individuals are greeted warmly within one minute, have their needs assessed and are directed to an individualized service within 15 minutes. We are moving away from a customer service experience focused almost entirely on those on Unemployment Insurance to an experience that meets the needs of anyone walking in the door
- **Career Services:** A physical Career Center was created where job-seekers can access computers and receive assistance with needed Career Services. This Center is staffed by both OED and CCC staff in order to reduce duplication and create more seamless service experience. Staff completed a needs assessment of their own comfort with providing specific Career Services and peer-delivered training was provided to enable staff to more successfully provide these services including resume development, mock interviews, soft skills assessment and support, development of clear career objects. Additional training will continue to be provided to improve service provision.
- **Business Services/Talent Pools:** Our Business Services are currently regionalized and provided by our Regional Business Services team based at WorkSource Tualatin and serving Clackamas, Multnomah, and Washington Counties. Our implementation of the Standards includes a current process developing clear communication protocols between the Regional Business Services team and the WorkSource Centers. We have also developed a talent pool process which is specific to our county, but aligns with the rest of our region so that our jobseekers enter the same regional

talent pool. Talent Link training was provided to all staff at our Center and implementation began in January of this year.

- Training Services: A variety of training services including classroom and individual instruction, ABS/ABE and ESL, short term pre-vocational and vocational training, apprenticeships, group/cohort training, and work based learning are available to job seekers. All staff are trained to discuss the availability of these services with customers. Staff that do not actually deliver the services refer customers to the Title 1B service provider for training service delivery. The eventual goal is that all staff will at least have the capability to help a customer develop an initial career and training plan that Title 1B staff will fund.
- Development of Feedback Loops: Identified next steps of Standards Implementation include the development of feedback loops for job referral and training activities between WSO and businesses/employers.

Meeting the standards is only the beginning to ensuring quality service delivery that is customer-centric and a strong system approach must be maintained and enhanced.

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. [WIOA Sec. 108(b)(13)]

Clackamas Workforce Partnership (CWP) will follow the guidance and support from HECC Community Colleges and Workforce Development Department and WIOA regulations in reviewing applications for Title II. CWP will ensure the review process is consistent with the local plan and state provided criteria. The current Title II provider is a member on the LWB and will be involved in a collaborative effort that identifies the criteria used for review.

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)]

Clackamas Workforce Partnership (CWP) currently holds several partnerships with organizations specializing in entrepreneurial skills training and microenterprise services. This includes close relationships with the Small Business Development Center and Clackamas County Business & Economic Development, both of which are also key members of the Clackamas Sector Partnership Team. CWP is also connected to the Clackamas County ONEStop, a virtual farmgate through which the agriculture sector can access resources they need to be more successful. The ONEStop is focused on food producers who market in the Portland region and beyond. Additional programs include the Self-Employment Assistance Program administered by the Oregon Employment Department and the Leadership Academy offered through CCC. While we are confident in our existing relationships with these organizations, we look to further strengthen these connections and develop new partnerships to support microenterprise and entrepreneurship in Clackamas County more.

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)]

To begin, both secondary and higher education are represented on Clackamas Workforce Partnership (CWP), the Local Workforce Development Board. Additionally, through service provision with the Clackamas Community College (CCC) and Clackamas Education Service District (ESD); relationships are strong and flexible. Both are also active on the Local Leadership Team, as well as others included in conversations relating to secondary and postsecondary education. CWP Strategic Plan Goals 2 and 3 with strategies encompass the direction of the Board.

CWP has and is building stronger relationships with Clackamas Community College through improving access to wrap-around services that workforce system partners can provide clients who enroll in training and education programs. These include:

- Life and Career Options Program (LCOP)
- Disability Resource Center (DRC)
- Army Strong and Veterans Services
- Career Coaches in both the Workforce Center and Academic Advising Offices on campus
- College Transit services, including a free shuttle service between Oregon City and Harmony Campuses
- Childcare partnerships with Early Head Start, Head Start and YMCA located at Oregon City Campus

In addition, CWP engages the 10 school districts and Education Service District in Clackamas County through the Superintendents and school administrators to establish stronger connections with the workforce system and business partnerships. Early interventions include:

- Providing Labor Market Information
- Accessing to data and information of Sector Partnerships
- Coordinating on Career and Technical Education related opportunities
- Brokering relationships with business partners
- Coordinating events such as Manufacturing Day

CWP works in conjunction with Clackamas Community College, Oregon Tech and other public and private post-secondary training institutions to coordinate strategies and enhance services to avoid duplication.

Within the local community, Clackamas Workforce Partnership (CWP) is always evaluating and reviewing the systems and process, which are in place, in order to avoid any duplication of services, and eliminate any inefficiencies. It is because of this process focused commitment to excellence, and constant review of systems, that CWP has been at the forefront of ensuring that the services which are provided in our community, are as efficient and comprehensive as possible while supporting those most in-need of the services throughout Clackamas County.

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)]

Customers of the workforce system may have varying challenges that impede their ability to obtain, retain or advance in employment. These include, but are not limited to, housing, food security, child care, and transportation. Clackamas Workforce Partnership (CWP) believes in order to consider an individual's goals and possible strategies used, we must consider a holistic approach recognizing the social barriers that may create roadblocks to customers. Because of this belief, CWP staff and Board members actively engage in community-wide discussions on the aforementioned issues.

Supportive services are available in many funding streams available to customers; programs and staff are required to exhaust other supports from the community first. Referrals to support services maximizes resources for participants and minimizes service redundancies among partners. However, there are often a lack of or too few resources to meet the demand of the public. Wrap-around support services are critical for participants to reach their training, education and employment goals. CWP invests in support services, though this can be insufficient to truly meet our customers where they are at and carry them through skill-building, training, and job placement.

See CWP Support Service policy – Attachment 3.8 (CWP Policy P-08 due to be updated by June 30, 2016)

Workforce system staff are regularly cross-trained and share information about community-based programs that provide an array of supports. This often begins with referrals to 211 Information and Referral.

Community events occur monthly and quarterly, bringing partners together for formal presentations regarding resources and networking opportunities. Partners such as Clackamas County Social Services are an excellent conduit to linking programs and organizations.

In addition, efforts to address some of these issues are imbedded in current pilots, programs and grants:

- Housing efforts: Coordinating and working closely with the Clackamas County Housing Authority has resulted in their partnership and a commitment to provide access to short-term rental vouchers. CWP actively attends community discussions about the lack of affordable housing in the area. In addition, CWP staff is a member of the Homeless Policy Council to bridge resources and conversation in regards to the county's homeless population.
- Child care efforts: A pilot project with a Head Start/Early Head Start program to serve working parents of Head Start children has brought the childcare issues of the working poor to the forefront. As a result of this pilot, CWP sought out additional resources to support working families attending training or education programs and received a \$94,000 grant to off-set child care costs of program participants.
- Food security efforts: Partnership with the Oregon Food Bank to pilot providing additional support to address food insecurity for youth workforce development participants. The proposed project would help assess whether addressing the need of food insecurity can aid in the

engagement and success of workforce training participants.

- Transportation efforts: CWP coordinated a 2014 Transportation Forum focused on safety and access to bus lines in Clackamas County. CWP staff serve on the Trimet’s Transit Equity Advisory Committee. CWP actively attends community discussions about limited available transportation options.

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.

Through discussions with Clackamas Workforce Partnership (CWP) and local stakeholders, the following populations have been identified:

- Individuals and Families Living in Poverty
- Low-Income
- English Second Language Learners
- Individuals with Disabilities and Mental Health Challenges
- Individuals with Background Issues
- Long-term Unemployed
- Veterans
- Youth and Young Adults
- Rural Communities

WIOA funds are limited and not able to address the challenges many of the populations listed above face. As a result, CWP began to aggressively seek out additional resources to better meet the needs of our community and will continue to seek out additional resources to better serve barriered populations in our region.

In order to better understand the needs of various populations in our area and define service strategies CWP will create a Workforce Equity Coalition. This group will be representative of those CWP serves, with a particular eye to bringing the voices of those facing barriers to the table. This group will develop an Equity Lens for CWP to use during service design and decision making processes. The Workforce Equity Coalition and the Equity Lens will guide our continued diversification of funding so that we focus on expanding access to those with barriers.

CWP recognizes and is committed to making the system work for all. In order to intelligently serve barriered populations, the system must be data-informed and driven. This direction is essential because it is reflective in the vision of the Board and the OWIB.

3.10 Based on the analysis described Section 1, identify one to three 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.

Clackamas Workforce Partnership (CWP) facilitates the “Clackamas County Sector Partnership Team” which includes partners from a variety of Clackamas Community College-based programs and services (including the Small Business Development Center, Workforce Development Services, and the related

school department leaders), WorkSource Oregon, the Oregon Employment Department, Clackamas County Business & Economic Development, Clackamas Education Service District, and local chambers of commerce. The group is working together to develop and implement Sector Partnerships in Clackamas County. The team meets on a quarterly basis to discuss work related to the sectors of focus, outlined in greater detail below.

The workforce boards serving Clackamas County (Clackamas Workforce Partnership), Washington/Multnomah Counties (Worksystems), and Clark, Cowlitz, and Wahkiakum Counties in Washington State (Southwest Washington Workforce Developing Council) have developed a unified approach to better serve the needs of our combined labor shed. In full appreciation of the unique local jurisdictions that comprise the Portland-Vancouver Metropolitan Area, CWP believes there are significant advantages to working together and is committed to assuring alignment, coordination and accountability in these efforts and we will provide a collective response when it is in the best interest of the workers and businesses of the region. After all, the workforce boards recognize that people are willing to travel throughout the region for the best opportunities and that businesses need the most qualified workers regardless of where they live.

To this end, the Collaborative aligns the boards' capabilities and resources to improve the region's ability to leverage and layer funding streams, to coordinate ideas and strategies, to pursue resources and fill gaps, to link workforce supply and industry demand, and enable life-long learning and advancement. The Collaborative works directly with business partners to understand labor market trends and to identify current and emergent workforce needs and we craft comprehensive workforce solutions to meet the customized needs of industry.

The efforts of the Collaborative, are coordinated with and complement the sector partnership activities being conducted in Clackamas County. In addition to the three sectors of focus for the Collaborative (Advanced Manufacturing, Health Care and IT/Software), the Clackamas County Sector Partnership Team has identified Food Processing as a promising sector and is in the midst of evaluating the viability of moving forward with a focus on the sector in addition to the other three.

Advanced Manufacturing:

As noted in Section 1, advanced manufacturing has not yet fully recovered from the *Great Recession*, but it does continue to grow, with an anticipated addition of nearly 2000 jobs between 2012 and 2022. The Collaborative has identified advanced manufacturing as one of its sectors of focus. Details of the work completed thus far and planned for the future are detailed in Sections 3.11 and 3.12 below.

Health Care:

The health care industry is growing rapidly in Clackamas County and across the Portland-Metro area. In fact, the private health care industry is projected to add some of the largest numbers of jobs in the county, second only to the professional and business services sector. With this in mind, the health care industry is a focus for the Collaborative. Currently, the focus is on long term care specifically. This focus relates to turnover rates that exceeds the overarching health care industry's rate and a demand for

workers that will continue to grow with an aging population. Details of the work completed thus far and planned for the future are detailed in Section 3.11 and 3.12 below.

Software/IT:

The software/IT sector or “tech” as it is often referred to, provides a relatively modest amount of jobs in Clackamas County compared to the other two sector areas, the sector provide a notable amount of jobs in the larger labor-shed of the Portland Metro area. Additionally, tech jobs are not limited to the software/IT sector. They are found in virtually every industry across the economy, and when looking beyond the walls of the sector, the number of tech jobs in the Portland Metro area is more than doubled. As such, CWP looks to convene a sector partnership around tech occupations as part of the Collaborative efforts. Formal industry panels for IT/Software will be formed by early summer of 2016, with regional Workforce Plans developed by the end of summer, 2016. Details of the work planned for this sector are detailed in Section 3.11 and 3.12 below.

Food Processors – Promising Sector:

The Clackamas Sector Partnership decided to explore Agriculture and Food Processing as a potential combined sector of focus. While it has been decided to no longer include agriculture in the process due to a variety of factors, the group is still exploring options for the Food Processing Sector. This has included working with local associations, businesses, and industry experts on preliminary events (such as a Food Processing Career & Job Fair in January 2016) and future conversations will help guide the direction the Partnership takes with this promising industry.

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.

Targeted Sector Strategies

Through the coordinated efforts of the Collaborative, regional Workforce Plans have been developed for two of the three focus sectors, Advanced Manufacturing and Long Term Care, with one planned for the Tech Sector. These plans are developed with industry partners and include process, goals, and action areas and are meant to guide strategies and investments to support the sectors. Details of the individual plans and progress can be found below for each sector as well as in [Attachments 3.11 A & B]. In addition to the Collaborative Workforce Plans, the Clackamas County Sector Partnership will continue to play a role in informing and supporting the actions around each of the focus sectors.

Advanced Manufacturing

An Advanced Manufacturing Workforce Plan was successfully implemented from 2013-2015. Goals included:

1. Building a labor pipeline by attracting interested, committed youth
2. Finding work-ready candidates now
3. Strengthening the manufacturing community

In June 2015 the Collaborative hosted a Manufacturing Forum to review the Workforce Plan and begin steps for composing a new Workforce Plan. In November 2015, a kick-off convening was hosted to dive

deeper into industry challenges and opportunities. Feedback from this convening have acted as the foundation for workgroups that will be meeting through April 2016 in order to develop specific goals and related strategies for a new Workforce Plan. The draft is set to be completed by Spring of 2016 and once industry has reviewed, implementation will run from 2016-2018. Implementation will continue to engage partners as well as business representatives throughout the process.

Locally, the Clackamas County Sector Partnership hosted a Clackamas County Manufacturing Reception in January 2016. The group of manufacturers discussed what they see as the biggest opportunities and challenges for the industry – with conversation not limited to workforce alone. However, workforce related topics will be tied into the ongoing efforts to respond to the needs of the industry and integrated into the Collaborative’s Workforce Plan where appropriate.

Long Term Care (Health Care)

A Long Term Care Workforce Plan was launched in 2015 based on research and business input. The plan will run from 2015-2017 and encompasses three goals, each with specific action areas:

1. Attract the right talent – now
 - a. Identify attitudes, traits, and characteristics of successful long-term care employees
 - b. Develop a cohesive industry messaging platform, approach, and materials
 - c. Disseminate messaging to job seekers throughout the community
2. Improve retention across the industry
 - a. Design an industry-endorsed vetting process and deliver 400 high-caliber candidates form our WorkSource talent pool to hiring employers across the Portland-Vancouver Metropolitan Area
 - b. Train 300 people for long-term care occupations using classroom and OJT training
 - c. Implement managerial training for 100 incumbent supervisors who oversee front-line care staff
3. Attract youth to the industry
 - a. Map long-term care career pathways and communicate them to youth
 - b. Develop and implement work experience programs leading to 100 youth internships in the long-term care setting
 - c. Identify and guide implementation of industry appropriate career-related learning experiences

As part of the ongoing efforts by the Collaborative to implement the Workforce Plan, a Long Term Care Industry Panel is convened on a quarterly basis to guide and support the initiatives outlined in the Plan. In addition to the quarterly meetings, businesses participate in workgroups focused on specific aspects of the goal.

Clackamas Workforce Partnership (CWP) also hosts monthly meetings with WorkSource Clackamas staff and partners to coordinate efforts related to the Workforce Plan, as well as efforts related to the larger health care industry.

Tech (Software/IT)

Although Tech is at the earliest stage in the process with research, exploration, and partnership development still occurring, the Collaborative is poised to launch efforts to develop a Workforce Plan for the sector. This process will follow the successful model taken by the other two sectors which includes initial research and analysis, convening of business representatives and partners, development of a plan, action on the plan with businesses and partners, and evaluation of the plan outcomes. As with the other two plans, the forthcoming Tech Workforce Plan will help guide and focus investments and action as it relates to the sector's workforce.

Targeted Populations Strategies

Through the above coordinated efforts of the Collaborative, CWP has been a sub-grantee on multiple grants designed to not only address the targeted sectors listed but also to serve targeted populations such as the long-term unemployed and veterans. Other grants from the state including National Emergency Grants and Back to Work Oregon target the unemployed and long term unemployed populations in our area.

Through independent efforts, CWP's local investment strategies for targeted populations are addressed through multiple contracts, grants and pilots in our area.

- English Second Language Learners - CWP has a specific contract that provides culturally-appropriate outreach, support and career development, training and employment services to non-English speaking (with an emphasis on Spanish speaking) Clackamas County residents to ensure they attain, retain and advance in employment.
- Individuals with Background Issues - CWP has been a recipient of a 3 ½ year DOL grant that served 310 ex-offenders. Although this grant ended in December, CWP is committed to working with Clackamas County Corrections, the jail, and community partners serving ex-offenders.
- Low-Income Individuals – The Job Driven NEG in our area specifically served only TANF and SNAP recipients. Currently 86 TANF and SNAP recipients have enrolled and received intensive case management, job training and placement services through this NEG effort.
- Families Living in Poverty - A pilot project with a Head Start/Early Head Start program to serve working poor parents of Head Start children has brought the childcare issues of the working poor to the forefront. As a result of this pilot, CWP sought out additional resources to support working families attending training or education programs and received a \$94,000 grant to help with child care costs. CWP is also coordinating and working closely with the Clackamas County Housing Authority which has resulted in their partnership and a commitment to provide better coordination and accessibility for WorkSource participants.
- Rural Communities – CWP has a contract with a provider to deliver soft skills, job search and career advancement workshops in rural areas of the community. Through this contract, online workshops are also being developed and will be available in July 2016. Also to address issues for those in rural communities CWP coordinated a 2014 Transportation Forum focused on safety and access to bus lines in Clackamas County. CWP staff also serves on the Trimet Equity Advisory Council to ensure the transportation needs of barriered populations in Clackamas County are

being heard.

- Youth and Young Adults – In addition to WIOA-funded Youth programs and partnerships with local school districts, a pilot partnership with the Oregon Food Bank is being implemented. This pilot will provide additional support to address food insecurity for youth workforce development participants. The proposed project would help assess whether addressing the need of food insecurity can aid in the engagement and success of workforce training participants. Also a small grant from Clackamas County provides some help with supportive services for the youth in our area.
- Individuals with Disabilities and Mental Health Challenges - CWP will create a Workforce Equity Coalition. This will group will be representative of those we serve, with a particular eye to bringing the voices of those facing barriers, potentially including those individuals with disabilities and mental health challenges. This will group will develop an Equity Lens for the organization to use during decision making process. The Workforce Equity Coalition and the Equity Lens will guide our work expanding access to those with barriers.

CWP is aggressively pursuing partnerships, competitive grant and foundation funding, and co-invest models to ensure we can continue to implement strategies to address the needs of the targeted sectors and targeted populations in our area.

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. Industry Panels and Convenings

As noted in Section 3.11, as part of the Collaborative Workforce Plans, regular meetings are hosted with industry members to guide and support initiatives outlined in the Workforce Plans. Additional industry convenings are also hosted as needed. In the past this has included Clackamas County specific convenings, informational events to educate businesses on the existing services available to them from the workforce system, and facilitated events to connect partners with businesses based on specific needs or topics. Clackamas Workforce Partnership (CWP) Sector Partnerships extend to regional, county and city Economic Development agencies; Business Associations; and Chambers of

Commerce.

Combined staff from CWP and our partners in the Columbia-Willamette Workforce Collaborative partners are assigned to each of the three target sectors. These staff, in addition to being responsible for convening industry panels and overseeing workforce plan implementation, are charged with outreaching to the business community to identify employer-specific workforce issues and offer a wide range of potential solutions (rooted in public workforce system engagement). These solutions could include customized training cohorts of new workers, incumbent worker training (where funds are available), access to on-the-job training funds through Back to Work Oregon and competitive grant programs, custom recruitment events, or simply connectivity to WorkSource, among other services.

CWP, in partnership with the Columbia-Willamette Workforce Collaborative, use a five-phase approach to industry engagement for each target sector. Staff gather local industry intelligence and key data, convene business partners to analyze industry-identified workforce needs and opportunities, engage industry representatives, and convene other partners to develop comprehensive strategies to address those needs. After strategies have been developed, industry panels continue in an advisory role as plans are implemented. Outcomes are monitored and evaluated throughout the process. The following details highlight each phase of the approach.

PHASE I: INVESTIGATE

During Phase I, the Collaborative investigates potential target industries. A Phase I investigation may be prompted by a variety of factors, including industry/employer encouragement, routine workforce data analysis that identifies promising trends, or support of economic development efforts to grow a particular industry. Based on the answers to key criteria and considerations (below), staff may recommend to the Collaborative that an industry be pursued using the five-phase framework. Approval by the Collaborative will set Phase II in motion.

Required Criteria:

- The industry is located in and/or has significant economic relevance to two or more WDB regions within the geographic boundary of the Collaborative.

Considerations:

1. Is the industry projected to grow or decline over the next decade? What is the total regional employment?
2. What is the local average wage, and are there positions in the industry all along the skill continuum?
3. Are there local training programs that train new or advancing workers for occupations in this industry?
4. Does the industry align with current and/or future funding priorities & grants?
5. What is the industry's economic and labor multiplier?
6. Are there initial relationships with industry to build off of?

7. Do key local economic development agencies work with the industry?
8. Does the industry have an active local association or consortium?
9. Do some of the major employers in the industry have headquarters in the Metro Area?
10. Are there political considerations that should be taken into account?

PHASE II: INVENTORY & ANALYZE

During Phase II, staff conduct a comprehensive three-step review of workforce data, trends, and industry needs to pinpoint potential high-impact opportunities for staff engagement in the target industry and to prioritize training resources. Data and intelligence are analyzed in consultation with industry to identify priority areas for action.

Step One: Baseline Review

Demand-Side Data Review: Collect data on growth trends, UI claimants, and vacancies by occupation.

Supply-Side Data Review: Inventory WorkSource customers with industry-related skills, and conduct a regional training program review, including the number of credential completions at each training institution.

Industry Investment Review: Inventory WDB investments in the industry, including the number of WorkSource-funded credential completions and on-the-job trainings.

Step Two: Trend Analysis and Employer Survey

- Initial Trend Analysis: Conduct a review of existing industry workforce reports and literature; interview associations and industry groups.
- Employer Survey: Obtain primary data about local employers' workforce issues.

Step Three: Analysis

- Report: Develop a regional workforce report highlighting trends and key issues for the metro area.

PHASE III: CONVENE

Step One: Industry Workforce Forum

Armed with updated workforce intelligence products, the Collaborative holds regional targeted industry forums to kick off the formal employer engagement process. These meetings take a variety of forms – from webinars to large in-person gatherings. All forums must be relevant, with a clear agenda and tangible solutions offered for the business representatives in attendance. Forum outcomes include verification of key workforce issues and identification of industry champions for strategy development.

Step Two: Industry Panel Convening and Plan Build-Out

Industry-driven and chaired by employers, an industry panel brings together local leaders in business, labor, education, workforce development, and economic development. Initially, industry panels are tasked with informing the build-out of the initiative action plan. Panel members will advise and approve strategies, outcome goals, and time horizons for all considered initiatives.

PHASE IV: ACT

In Phase IV, plans developed by employer-led panels in Phase III are put into effect. Industry panel members receive regular updates on progress towards deliverables.

PHASE V: EVALUATE

Step One: Evaluate

Prior to beginning a summative evaluation, the initiatives generated by the industry panels should be complete and relevant quantitative and qualitative data must be available. Included in the evaluation:

- Success of industry-defined initiatives, based on defined goals
- Effectiveness of WIB project management process and staff
- Depth/impact of involvement by industry panel members
- Placement/advancement of workers in the industry

Potential methodologies: Convening industry panel, WIB staff and initiative stakeholders

- Quantitative data gathering
- Media coverage/testimonial analysis
- Third-party evaluation

Step Two: Report Out

After data has been analyzed, internal and external reports are generated. These reports include key findings, recommendations, and next steps. Reports are released to industry, media, policymakers/delegation, and other stakeholders.

WorkSource Oregon - Regional Business Services Team

As part of an effort to better respond to the regional-nature of business operations and the shared labor-shed in the Portland Metro area, the Regional Business Services (RBS) Team pilot was launched in 2015. This is a pilot that co-located business-facing WorkSource staff from the Tri-County area (Multnomah, Washington, and Clackamas Counties) in order to provide more efficient, effective, and consistent services to the businesses in the area. This includes staff that specialize in the three focus sectors, as well as staff that is available to respond to general business inquiries and needs. With the formation of the RBS Team, a focus has been given to increasing proactive outreach to businesses and increasing the level of engagement for businesses using the WorkSource system.

B. WorkSource Oregon - Regional Business Services Team

As noted above, the RBS Team looks to provide stronger business-focused services to meet the regional needs of businesses in the Portland Metro area.

Coordinated Business-Facing Messaging

Through a variety of channels, it has become clear that there is a strong need for coordinated messaging amongst business-facing partners. The conversation around implantation has already begun with the Clackamas County Sector Partnership Team, the Collaborative, and as a part of the strategic planning for CWP. This will continue to be a focus for CWP moving forward.

Business intelligence is widely distributed to partners through local sector strategy team meetings, monthly grant meetings and the monthly Integrated Leadership Team meetings. Endeavors to better coordinate outreach to businesses and communicate business intelligence continues to an ongoing effort in our area.

- C. CWP regularly meets with Economic Development partners and is available for business outreach and recruitment.

- D. In Program Year 2015, a strong foundation was laid creating linkages and clarity of roles between WorkSource Clackamas and the Unemployment Insurance program. This was achieved through the provision of online, video, and in-person training to staff members. These trainings focused on basic understanding of the roles of One-Stop and UI staff, clear communication protocols between the two entities, and strategies for creating a seamless customer experience. Oregon is currently in the process of applying for a 2016 Re-employment and Eligibility Assessment grant which will give us the opportunity to provide these trainings during staff onboarding and as needed to current staff. It will also enable us to develop additional WorkSource training for Unemployment Insurance staff and vice versa.

Lastly, a state WorkSource Oregon/Unemployment Insurance Connectivity Workgroup will continue to meet to maintain focus on these linkages with the goal of developing additional learning opportunities.

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?

Clackamas Workforce Partnership (CWP) currently has oversight of significant funding outside of WIOA Title 1, and continues to work with partners to seek out competitive grants and increase resources.

CWP administers funding through the statewide Job-Driven National Emergency Grant (NEG) to serve long-term unemployed in partnership with DHS, as well as the Sector Partnership NEG targeting long term unemployed. When mass lay-offs occur in Clackamas County, CWP actively pursues federal Rapid Response, Additional Assistance, and NEG specific to employees of the company facing layoffs.

CWP has been very successful in securing competitive grants with the Region. Through the work of the Columbia Willamette Workforce Collaborative (Collaborative), multiple grants have been received for the Portland Metro/SW Washington area. While each of these grants identifies targeted populations to serve with specific industry engagement expectations, the offerings enhance the work done at WorkSource Clackamas. Even though the funding isn't as flexible as WIOA formula funds, these grants have helped ease the service cuts resulting from formula funding cuts. The combined resources of the four most recent grants brought close to \$1.3 million to Clackamas County over the past four years, ending in the fall of 2015.

Building on past successes, Collaborative was recently awarded a new H1-B grant, Reboot NW, a training and jobs program for long-term unemployed and veterans seeking mid- to high-level careers in IT/Tech and Manufacturing. CWP's share is more than \$1 million, and the project will continue through the fall of 2018.

CWP receives funding through Incite, Inc.'s statewide Workforce Innovation Fund Rethinking Job Search program to provide a workshop series based in cognitive behavioral techniques for unemployed job seekers in the WorkSource system.

CWP received a direct federal grant specific to Region 15 called Solutions to Work. This \$1.5 million grant served ex-offenders in gaining work place skills to help reduce recidivism. The grant's goal targeted female ex-offenders, but was also available to men. Although this multi-year grant ended in December 2015, partnerships formed continue to benefit the workforce system, and led to the recent submittal of a federal grant proposal to establish pre-release workforce services.

CWP has been awarded \$50,000 by the Kaiser Permanente Community Fund (KPCF) at Northwest Health Foundation. The capacity-building grant, set to begin in early spring 2016, will fund the launch of a Workforce Equity Coalition and the development of an equity lens.

In a new partnership, CareOregon has recently awarded CWP \$94,000 to help fund childcare costs for low-income working families while they are attending training so they can get better, stable, living wage jobs. In addition, a small grant has been received from Clackamas County to pay for supportive services for youth.

CWP is awaiting the results of its recently submitted H1B Strengthening Working Families proposal, and worked with Clackamas Community College to submit a TechHire proposal.

Section 4: Program Design and Evaluation

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)]

Clackamas Workforce Partnership (CWP), with partners of the local workforce system, will expand access to services for eligible individuals, particularly those with barriers in the following ways:

- For those in rural areas with transportation barriers, CWP will continue to provide employment search skills workshops at both rural and urban locations throughout our county. Within this outreach, is an opportunity to link community members with additional partners and programs available through WorkSource Clackamas.
- For all eligible individuals, and with a particular emphasis on those with barriers to employment, CWP will continue the implementation of the WorkSource Oregon Operational Standards. WorkSource Clackamas (WSC) will create an optimal experience for anyone walking in the door of our One-Stop where all individuals are greeted warmly within one minute, have their needs assessed and be directed to an individualized service within 15 minutes. WSC is moving away from a customer service experience focused almost entirely on those on Unemployment Insurance to an experience that meets the needs of anyone walking in the door.
- CWP is supporting the development of contextualized learning models (such as IBEST) at Clackamas Community College that can accelerate basic skills instruction resulting in greater student access to training programs and targeted sector job placements.
- ADA reviews will continue at a minimum of 2 year intervals to ensure physical accessibility of the Center. CWP will research and seek out ways the use of technology can aid in reaching the hardest to serve and rural communities. Video conferencing based communication, to date, has been more of a positive practice yet to be implemented on a grander scale. With the use of technology, the system will work to be more streamline and accessible for more services, despite location.
- CWP will maintain a designated Equal Opportunity Officer with publicly available contact information to address any EOO complaints and concerns related to workforce services.
- CWP's EOO will participate in the Oregon Employment Department's Universal Access Workgroup Committee when it is re-constituted and will continue participation throughout the four-year period.
- Any remodeling and/or relocation of services will comply with all requirements of the Americans with Disabilities Act.
- CWP will create a Workforce Equity Coalition. This group will be representative of those we serve, with a particular eye to bringing the voices of those facing barriers to the table. This group will develop an Equity Lens for the organization to use during service delivery design and decision making processes. The Workforce Equity Coalition and the Equity Lens will guide the system's continued diversification of funding to expand access to those with barriers.

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

Business engagement is key to the development of career pathways across the region to ensure programs and curriculum are aligned with the current and future needs of industry. This is accomplished through the work of sector strategies and partnership convenings with the resulting plan creation. In addition, Clackamas Workforce Partnership (CWP) and its partner organizations' regular contact with employers provides ongoing business intelligence which is used to inform further development of career pathway programs.

CWP will also continue to build on its strong relationship with Clackamas Community College, in order to provide the most relevant and streamlined programming to individuals, which matches and meets the industry demands within the region. Certified training programs such as the CPT Certified Productions Technician (CPT) cohort and the specialized Certified Nursing Assistant (CNA) cohorts designed to meet the learning needs of certain populations have continued to provide the best avenues for workers seeking to enter a specific industry while receiving skilled training at the local level.

In addition, there are ongoing conversations to create even more alignment with secondary and other higher education partners with certificate and degree programs that meet the definition of WIOA career pathways and align with targeted sector needs for high demand, high wage employment opportunities.

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)]

All customers receiving services either within the One-Stop Center or at any of the partner organizations will have access to the full array of workforce development services within the One-Stop delivery system. Co-enrollment will occur as the customer outlines their career plan and goals. In addition, partners will agree to use "value-added" referrals between the parties and follow the processes and procedures for such referrals as adopted by LLT. Referrals within the Center are based on customer chosen or requested choices. Referrals may also be made to partner agencies for services not available within the Center. In addition, staff may assist customers to set appointments and may conduct follow-up with either the customer or the partner agency to ensure customer satisfaction.

4.4 Describe board actions to become and/or remain a high-performing board, consistent with the factors developed by the Oregon Workforce Investment Board. These factors have not been determined but will include effectiveness and continuous improvement criteria for local boards to assess one-stop centers, guidance on one-stop center infrastructure funds, and roles and contributions of one-stop partners. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

Clackamas Workforce Partnership (CWP) believes in setting high standards for the workforce system. When the factors are determined by the OWIB, CWP will align the work and metrics of our local Strategic Plan with those expectations.

4.5 Describe one-stop delivery system in the local area, consistent with the One-Stop Center

Definitions including:

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

WorkSource Clackamas (WSC) is the hub of the local workforce system and the designated comprehensive One-Stop Center. Though partners of the system have a shared need of WSC, many partners also have facilities and offices around the County. Clackamas Workforce Partnership (CWP) and Local Leadership Team (LLT) believe in the ‘no wrong door’ theory, where despite which organization a customer initially engages with, that customer has access to the entire system, as appropriate.

Workforce development services are provided through a network of partner organizations and service providers. WorkSource Clackamas —the Clackamas County One-Stop Resource Center, a part of Worksource Oregon— is centrally located at 506 High Street, Oregon City, Oregon. The One-Stop partner programs, with leadership from CWP, have planned and designed a collaborative approach to the provision of a wide-ranging array of services to customers, both within the comprehensive center and, through the use of value-added referrals, by each of the partner agencies and service providers.

The local board uses various methods to ensure the continuous improvement of contracted service providers and providers on the eligible training provider list to ensure they are meeting the needs of employers, workers and job seekers.

1. Feedback mechanisms will be embedded through each level of service to illicit customer satisfaction of the system. This includes feedback from business, training participants and job seekers. The WSO Standards mandates this as a tool to maintain continuous improvement be in place by July 1, 2016.
2. Service provider monthly meetings and discretionary grant monthly meetings are held to review enrollments, service delivery strategies, performance, and timeframes. Obligations and expenditures are also reviewed monthly by the Fiscal Director to ensure the provider is on track. If performance is not on target, discussions occur to explore innovations to the existing service delivery strategies to ensure the program is meeting the needs of employers, workers, and job seekers.
3. CWP also performs quarterly and annual monitoring of enrollments, services, performance measures, obligations and expenditures. This process is one that allows for continuous quality improvement. Discussions with the service provider will occur to immediately address any issues that may arise. A plan is developed to address the issue with a strict timeline attached.
4. In order to be more intentional with our local area’s ITA funds, CWP annually contracts with OED

for a more detailed examination of occupations considered in-demand or with significant annual openings or vacancies in the Portland Metro region. This work results in CWP's annual Strategic Occupations List. Service provider staff work with participants to guide them towards training for occupations on this list. Customer choice is still valued. Knowing that the occupations on the list are in demand; matching a person's interest, experience and profile to one of the occupations on the list benefits the participant. Relationships with employers and the Regional Business Services Team are used after training completion to ensure employment goals are met.

5. Sector strategy convenings are another way to ensure business needs are heard and addressed through the creation of sector strategy plans and goals.

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)]

Clackamas Workforce Partnership (CWP) has a contract with a provider to deliver soft skills, job search and career advancement workshops around the county, several of which are in areas considered rural and/or remote. Through this contract, online workshops are also being developed and will be available in July 2016.

CWP is interested in expanding services through the use of technology including, but not limited to, the following:

- Use of video through social media (ie. YouTube, Facebook, LinkedIn, etc.)
- Video conferencing such as Skype or Go-to-Meeting
- Web-based training for foundational math and reading to expansion of industry-recognized curriculum and programs available remotely

CWP is committed to working with the Clackamas Community College and other training entities to expand programs to include asynchronous learning platforms.

Also to address issues for those in rural communities CWP coordinated a 2014 Transportation Forum focused on safety and access to bus lines in Clackamas County. CWP staff also serves on the Trimet Equity Advisory Council to ensure the transportation needs of rural/remote populations in Clackamas County are being heard.

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. [WIOA Sec. 108(b)(6)(C)]

WorkSource and its partner organization are equal opportunity programs and do not discriminate in employment or the provision of public services on the basis of race, color, religion, sex, national origin, citizenship status, age, disability, political affiliation or belief. The following services are available free of cost, upon request: Auxiliary aids or services, alternate formats, such as Braille, large print, audio CD or tape, oral presentation, and electronic format to individuals with disabilities, and language assistance to individuals with limited English proficiency.

- ADA reviews will continue at a minimum of 2 year intervals to ensure compliance of the Center. Recommendations for needed changes will become part of an established LLT plan with clear timelines for changes.
- Clackamas Workforce Partnership will maintain a designated Equal Opportunity Officer with publicly available contact information to address any EOO complaints related to workforce services.
- CWP's EOO will participate in the Oregon Employment Department's Universal Access Workgroup Committee when it is re-constituted and will continue participation throughout the four year period. The EOO will ensure changes recommended by the UAWC are implemented at WorkSource Clackamas.
- Any remodeling and/or relocation of services will comply with all requirements of the Americans with Disabilities Act.
- There is a wealth of expertise and knowledge from workforce and community partners that can be accessed for staff development and training.

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 Memorandum of Understanding will include the resource sharing plan and agreement is entered into by the workforce development partner organizations and programs, the Clackamas Workforce Partnership (CWP) and the Clackamas County Board of Commissioners to provide a framework for the delivery of comprehensive workforce development services to the job-seeker and employer communities of Clackamas County. The One-Stop system has been designed to promote collaborative economic and workforce investment strategies reflecting the particular needs of Clackamas County's local and regional economies and builds upon a framework of service delivery through the comprehensive One-Stop Center and a collaborative network of partner organizations.

CWP will convene partners winter and spring of 2016 to discuss the next MOU and Resource Sharing Agreement.

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)]

Technological improvements at the State level are still being explored and several options are being considered. The goal is to have a more streamlined, customer-centric registration process, making it quicker and easier for customers to register and complete some program eligibility determination. There is also the acknowledgement to ensure data and demographic elements comply with the new requirements of WIOA, which in turn will lead to accurate reporting to DOL.

Currently, the state-developed WorkSource Oregon Management Information System (WOMIS) is how various program eligibility is determined. This information auto-populates into I-Trac, a customer tracking MIS for WIOA eligible candidates.

4.6 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.

Clackamas Workforce Partnership (CWP) will expend a minimum of 25% of WIOA funds on occupational skill development consistent with the Guidance letter. Training expenditure requirements will be included in service provider contracts as applicable.

4.7 Describe the process and criteria for issuing individual training accounts. [WIOA Sec. 108(b)(19)]

Adults and dislocated workers who enroll in services at WorkSource Clackamas and who express an interest in pursuing training after registration are registered into a Training Services Orientation 4 hour workshop designed to assist job seekers in the career exploration process (including computer assessments). Those participants where training may an appropriate step to gaining employment then meet individually with a Workforce Advisor who works with them to develop an employment plan. The plan includes a participant's:

- General work and education history
- Career exploration and assessments completed
- Employment goal
- Steps needed to take to reach goal
- Training services needed to achieve goal
- Who will provide the services (resources explored and exhausted)

- Cost of those services and who will pay the costs
- Participant’s responsibilities in carrying out the plan

In order to be more intentional with our area’s ITA funds, annually we contract with OED to provide a more detailed examination of occupations considered in-demand or with significant annual openings or vacancies in the Portland Metro region resulting in the CWP’s Strategic Occupations List. Provider staff work with participants to guide them towards training for occupations on this list. Customer choice is still valued. Knowing that the occupations on the list are in demand; matching a person’s interest, experience and profile to one of the occupations on the list benefits the participant. Relationships with employers and the Regional Business Services Team are used after training completion to ensure employment goals are met.

All participants requesting training are required to apply for Federal Financial Aid (if the program is eligible). The participant’s budget and individual circumstances are taken into consideration when deciding how to fund the individual’s training.

4.8 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. [WIOA Sec. 108(b)(19)]

Customer choice is valued in Clackamas County. Many customers attend a Training Services Orientation workshop to explore their unique career interests. More barriered populations may receive these career exploration services in a one-on-one setting with a Career Advisor. Staff further assist the customer in exploring whether they have the skills and qualifications to successfully complete the selected training program through an interview, evaluation, or assessment. The chosen training program is evaluated against employment opportunities in high-demand occupations listed on CWP’s Strategic Occupations List. Knowing that the occupations on the list are in demand; matching a person’s interest, experience and profile to one of the occupations on the list benefits the participant and will result in a certification that an occupation that is in-demand in the area. The Career Technical programs have long-standing advisory boards that influence the training programs.

4.9 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)]

The clearest method Clackamas Workforce Partnership (CWP) uses to meet the needs of local industry and employers is the Strategic Occupations List. This list is compiled and updated annually by the research department of the Oregon Employment Department. The list identifies occupations in the metro area where there is projected job growth. The list is divided by education requirements and identifies the top 100 occupations. Service delivery providers are instructed to invest only in those occupations. In addition to the Strategic Occupations List used locally, the work of Sector Partnerships and with the Columbia Willamette Workforce Collaborative (CWWC) informs investments to assure job seekers are becoming trained in areas where there will be high demand in order to meet employers

workforce needs. Currently, the industries of focus are health care, manufacturing, food processing manufacturing, and technology because all sectors promise healthy growth in the next ten years.

The Career Technical programs have long-standing advisory boards that influence the training programs.

Align investments with the goals and strategies in the Sector Workforce plans (see Section 3.11 and Attachments 3.11A and 3.11B)

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

The local IB contractor for WIA IB Adult and Dislocated Worker services and the partners of WorkSource Oregon provide local rapid response services to employers and workers. The local rapid response team consists of representatives from Clackamas Community College, the Oregon Employment Department, and others as appropriate to each situation. The team follows the CCWD policy 589-20.10 and CFR 665.310-3.20. The local team communicates on an ongoing and regular basis about regional and state activities and attends quarterly statewide Dislocated Worker Liaison training sessions. The local team receives and shares information with Rapid Response liaisons from the Department of Community Colleges and Workforce Development to:

- Identify potential layoff situation
- Track Worker Adjustment and Retraining Notification (WARN) notices
- Establish communications with companies facing closures or layoffs
- Open communications with management and labor, as appropriate
- Conduct pre-layoff surveys of workers
- Conduct on-site information and referral events
- Support labor/management teams
- Provide on-site job search and out-placement services, in coordination with WorkSource Clackamas
- Provide outreach to workers in post-layoff situations

Clackamas Workforce Partnership (CWP) follows an eight step process as outlined below.

Step 1 - Initial Notification of Layoff or Closure

- The local Rapid Response team hears about a notice of layoff or potential layoff from a formal WARN notice, news media, employer, employee or other informal channels.
- An immediate attempt to contact the employer is made by the Rapid Response Coordinator upon hearing about a layoff to confirm if a layoff is occurring or if it is a rumor (the goal is within 48 hours). This is usually accomplished by a phone call to the company and often followed by a visit. An initial, confidential email is sent to the State Dislocated Worker Unit and all appropriate partners to provide information about the layoff or potential layoff. Follow up information is sent

to State Dislocated Worker Unit and partners when appropriate.

Core services begin when responding during the initial investigation as outlined below.

Step 2 – Investigation

- Contact with the company is made to verify the layoff/closure and gather general information, such as the reason(s) for the layoff(s) or closure; the number of employees involved; union contact information, if applicable and, if there is no union, lead worker information; the expected date of the layoff; and other pertinent information. During this initial contact a brief explanation of pre-layoff services is provided to the company representative and an initial on-site meeting is set up, if possible.
- The Rapid Response Team communicates and determines a strategy for the initial on-site meeting.

Step 3 - Initial On-Site Meeting with Company Representative and Worker Representative

During the initial on-site meeting the Rapid Response Team, employer and employee representatives meet to discuss concerns, initial information session with affected employees, desired services/workshops, potential dates and other possible activities. The handouts and information are reviewed. Determinations are made about other agencies or organizations that will be invited to participate in the Employee Information Session.

Step 4 - Transition Team

A transition team is created. Representatives from the following groups are determined and asked to be part of the transition team.

- Employer representative(s);
- Employee representative(s);
- Local and/or State Liaison(s);
- Union representative (if applicable).

The Transition Team meets periodically during the layoff time frame. They continue to determine, coordinate and set up future workshops and services. Additionally, it is determined if accommodations are available and sufficient to allow the affected employees to complete their iMatchSkills and participate in the Welcome Process on-site. The following tools are used/considered during the meetings, and others are found/determined as needed:

- A. Locally available menu of services;
- B. Compatible software;
- C. Community resources for workers;
- D. Flexibility in times services are offered;
- E. Determine next steps;

- F. Describing one-stop services pre- and post-layoff;
- G. Employee lists (including names and contact information);
- H. Newsletter;
- I. Packets of information about available DW services;
- J. Peer advisors;
- K. Resource room;
- L. Additional funding;
- M. Training UI Information;
- N. National Emergency Grants (NEGs);
- O. Workers' Compensation;
- P. Refreshments;
- Q. Trade Act petition;
- R. A list of local contacts.

If pre-layoff activities are not feasible/possible, the following steps may be used:

- a. Contact the employer to gain employee contact information in order to distribute:
 - i. Packets
 - ii. Informational Letters
- b. Contact the Employment Department Workforce Promoters – after verification with the employer.

Step 5 - Employee Survey

Prior to or at the Initial Information Session surveys are distributed to affected employees and collected. These surveys are used to compile demographic information and determine employee concerns and interests.

Step 6 - Employee Information session

- Information is provided to the affected workers about the services that are available to them to ease the transition to re-employment.
- Information is provided that will aid the worker in recognizing and overcoming various causes of stress, which are common during dislocation events.

Step 7 - Project Planning

Information gathered from employees, company management, and the union (if applicable) will determine the plan for services to affected workers.

- The transition team and partners develop a plan for pre-layoff services utilizing all information obtained.
- This plan will be emailed to the State Dislocated Worker Unit.
- The need for additional funding based upon the final plan for services will be developed for the

affected workers and submitted to the State when assessed as appropriate with the transition team.

Step 8 - Employer Feedback – Follow up

- Survey employers after services are provided.
- After layoffs, seek a company referral, including contact information.
- Share information obtained with partners.

Section 5: Compliance

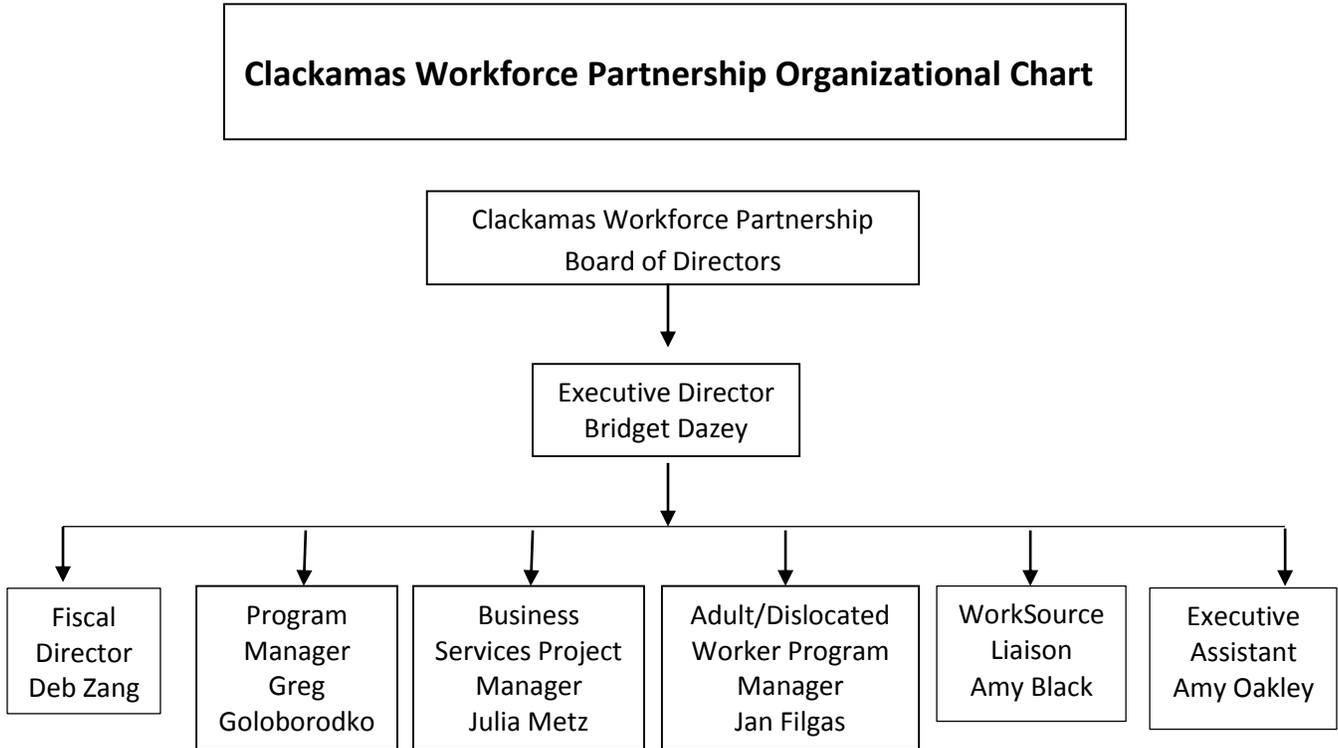
5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services,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

Clackamas Workforce Partnership (CWP) follows its procurement policy, developed in accordance with guidelines and requirements in the Code of Federal Regulations, to ensure open competition and reasonable costs. A formal Request for Proposal (RFP) is issued at least every five years. The RFP includes clear descriptions of the services required and criteria for contractor selection. A team of neutral board members and partners is convened to review and evaluate proposals, and recommends service provider selection to the board.

Current sub-recipients include:

| | | |
|--|---|--|
| Clackamas Community College | Adult & Dislocated Worker Services | Ends 6/30/16 with option to renew through 6/30/18 |
| Clackamas Education Service District | Youth Services | Ends 6/30/16 with option to renew through 6/30/19 |
| Immigration and Refugee Community Organization | Adult & Dislocated Worker Services | Ends 6/30/16 with option to renew through 6/30/20. |
| Northwest Family Services | Adult & Dislocated Worker Workshop Services | Ends 6/30/16 with option to renew through 6/30/20 |

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



Separation of duties between board and service provision – See Attachment 5.2_Attachment_A

5.3 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b) – Local Board Membership Criteria as Attachment B.

Clackamas Workforce Partnership (CWP), Local Board Membership Roster – See Attachment 5.3_Attachment_B

5.4 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.

Membership:

In accordance with Membership Appointment Policy A-04 issued January 17, 2013 (due to be updated by June 2016) and the current Partnership Agreement between Clackamas Workforce Partnership (CWP) and Clackamas County, members of the CWP Board are appointed by the Clackamas County Board of Commissioners. CWP uses the Clackamas County Appointed Boards and Commissions process to appoint all CWP Board members.

This process includes the following steps:

1. Public Notice/Press Release issued through Clackamas County and the CWP web site stating number of vacancies and will soon include the membership categories which have vacancies.
2. Interested individuals submit Clackamas County's Application to Clackamas Workforce Partnership ABC (Appointed Boards and Commission) Staff Liaison/Administrative Coordinator, along with letter(s) of nomination
3. Applications are screened for eligibility criteria by the CWP Executive Director. Eligibility Criteria includes:
 - a. Level of individual's responsibility within the company
 - b. Size of business – number of employees to achieve diversity on the board
 - c. Within a targeted industry cluster and will soon include the membership categories
 - d. Kinds of jobs within the company
 - e. Location within the County to achieve an urban/rural representation
 - f. Ability to commit time to be involved in Board activities
4. Clackamas Workforce Partnership ABC (Appointment to Boards & Commission) Staff Liaison recommends applicants to the Board of County Commissioners.
5. ABC Study Session packet (ABC Worksheet & ABC Matrix) is submitted to the Board of County Commissioners along with ABC Staff Report and re-appointment and appointment letters.
6. Upon approval of re-appointment and appointments, Clackamas Workforce Partnership seats members on the Board.

Please see supporting attachments, which outline the evolution of the CWP board membership process as WIOA guidelines are being adopted. This policy and process will be updated no later than June 30, 2016.

See attachments:

1. **5.4_Attachment_C** (Policy A-04 – Membership Appointment)
2. **5.4_BoardMinutes** (Board Minutes voting to adopt new WIOA board membership criteria)
3. **5.4_Bylaws** (Board Bylaws, which align board structure and service with WIOA regulations)
4. **5.4_Partnership_Agreement** (Partnership Agreement, which defines CWP's relationship with Clackamas County and CEO)

5.5 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.

Clackamas Workforce Partnership (CWP) Board Certification Request – **See Attachment 5.5_Attachment_D**

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

Amy Black
Clackamas Workforce Partnership
503 477-2023
Amy.Black@clackamasworkforce.org

5.7 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]

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

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

Current negotiated performance is as follows:

| Measure | Goal |
|---|----------|
| Adult & DW Entered Employment | 57% |
| Adult & DW Employment Retention Rate | 86% |
| Adult & DW Six Month Average Earnings | \$16,200 |
| Youth Placement in Employment/Education | 68% |
| Youth Attainment of a Degree or Certificate | 75% |
| Youth Literacy and Numeracy Gains | 45% |

Clackamas Workforce Partnership is awaiting final WIOA regulations and state guidance regarding negotiating performance for WIOA measures not listed above.

5.9 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 following indicators are used by the local board to measure performance and effectiveness of Clackamas Workforce Partnership’s (CWP) contracted service providers and the one-stop delivery system:

- Attainment of WIOA Adult and Dislocated performance measures

- Workshop delivery performance and attendance numbers
- Attainment of WIOA Youth performance measures
- Quarterly and annual program and fiscal monitoring of contracted service providers
- The anchor of the workforce system is the WorkSource center, the comprehensive, one-stop, serving Clackamas County. The baseline expectations are laid out to the center by the OWIB approved WorkSource Oregon (WSO) Standards. The WSO Standards are essential to maintain quality and consistency across the State of Oregon. WorkSource Clackamas is expected to meet full implementation of the Standards by July 1, 2016.

5.10 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. [WIOA Sec. 108(b)(14)]

The cooperative agreements between Clackamas Workforce Partnership (CWP) and the Department of Human Services' Office of Vocational Rehabilitation (VR), in the present form, are captured by the Local Unified Plan (2012) Memorandum of Understanding. CWP and local VR leadership are awaiting guidance from the State agencies in the form of a draft template. The local leadership team's expectations are to incorporate additional provisions and language in the MOU and Resource Sharing Agreement once a State template is shared.

5.11 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. [WIOA Sec. 108(b)(14)]

Clackamas Workforce Partnership (CWP) contracted with a consultant group, Point B, to facilitate strategic planning sessions. CWP first began to engage with the public on the strategic planning process to develop the 2016-2020 Strategic Plan for our local area at the October 15, 2015 Board Meeting and Strategic Planning Session. This was a public meeting and attendees were primarily CWP board members (business, labor representatives, public partners, and education partners), community partners, stakeholders, elected officials, meeting facilitators and staff. All attendees were included in the discussion and encouraged to comment and provide feedback.

There were two local stakeholder meetings held to generate feedback on the Strategic Plan. These public meetings took place:

- Monday, November 16th from 4:30pm – 7:30pm at Gladstone High School
- Wednesday, November 18th from 7:30am – 10:30am at Clackamas Community College

CWP staff compiled an extensive invitation list for the stakeholder meeting and chose to hold two meetings to increase attendance and public input. Invitations were sent to the principals and superintendents of all Clackamas County School Districts, higher education, public, & community partners, economic development, chamber directors and CWP board members. The stakeholder meetings were attended by 53 people (combined). All attendees were included in the discussion and encouraged to provide comment and feedback.

Feedback and comments from these meetings were used to revise and refine the Goals & Strategies of the Strategic Plan. At the January 21, 2016 CWP board meeting (a public meeting), attendees reviewed the plan goals and initial strategies and were again provided with an opportunity for open dialogue, feedback and comments.

The CWP Strategic Plan will be revised into a final draft and released for a 30-day public comment period on February 25, 2016. When this period closes on March 26, 2016 all comments will be reviewed by CWP staff and addressed according to WIOA guidelines as well as CWP policy and procedure guidelines. After the 30-day public comment period, all comments received will be posted to the CWP website as attachment number 5.11. The final CWP Strategic Plan will then be sent to the state on Friday, April 1, 2016.

5.12 State any concerns the board has with ensuring the compliance components listed below are in place prior to July 1, 2016. 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, 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

Clackamas Workforce Partnership expects to be compliant with all listed expectations.

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

- State of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents will be posted in the near future.

Clackamas Workforce Partnership is waiting for guidance from the State.

Clackamas Workforce Partnership Local Strategic Plan 2016-2020 Attachment Index

2.1 – CWP Goals & Initial Strategies

2.2 – Plan Alignment

2.3 – Plan Alignment

3.8 – Supportive Services (CWP Policy P-08)

3.11 – Attachment A – 2013-2015 Manufacturing Workforce Plan

3.11 – Attachment B – 2015-2017 Long Term Care Plan

5.2 – Attachment A - Separation of Governance & Service Provision (CWP Policy A-09)

5.3 – Attachment B – Local Board Membership Roster

5.4 – Attachment C – Membership Appointment (CWP Policy A-04)

5.4 – Board Minutes Adopting WIOA Board Membership Criteria

5.4 – CWP Bylaws – WIOA Compliance

5.4 – Partnership Agreement

5.5 – Attachment D – Signed Certification Letter



2016 – 2020 Strategic Plan Local Workforce Development

2016-2020 Principles, Mission & Vision

| Guiding Principles: | Mission: | Vision: |
|---|---|---|
| <ul style="list-style-type: none"> • Collaborative • Responsive • Solution-Oriented • Innovative • Equitable | Address critical workforce, educational, and training challenges, and develop a skilled workforce that meets the needs of businesses and strengthens the local economy of Clackamas County. | Clackamas County thrives with a skilled workforce that creates sustained economic prosperity for existing and new businesses. |

2016-2020 Strategic Plan Goals & Outcomes

| Business Goal: | Job Seeker Goal: | Emerging Worker Goal: | Resource Goal: |
|--|---|---|--|
| Businesses have the skilled workers they need when they need them. | Job seekers are trained and/or placed in occupations with opportunities for advancement. | Emerging workers are aware of career pathways and are work ready. | Clackamas County has resources to support workforce development. |
| Initial Strategies: | Initial Strategies: | Initial Strategies: | Initial Strategies: |
| <ul style="list-style-type: none"> • Work with partners (including, but not limited to, economic development, chamber, education, etc.) to develop a coordinated approach to engaging the business community, and building awareness of the workforce system • Enhance and align the workforce system to create a professional and efficient process for serving businesses • Implement systems, tools, and lean processes to deliver the right candidates for job-openings • Partner with businesses to develop industry focused workforce solutions. | <ul style="list-style-type: none"> • Coordinate with community partners to build awareness of, and engagement in, the workforce system, particularly with those underrepresented and underserved • Enhance and expand a greater level of customer-centric services, resources and tools • Refocus training and skill development to include innovative strategies that lead to career track employment and advancement • Establish an Equity Coalition and Equity Lens that further defines “equity” for our work | <ul style="list-style-type: none"> • Create opportunities to engage younger youth in career pathways, education and exploration activities • Provide businesses tools and support to enable internships, pre-apprenticeship, apprenticeships, and other career related learning experiences • Develop and deliver work readiness services to prepare emerging workers for employment • Re-engage disconnected youth in education and training opportunities | <ul style="list-style-type: none"> • Develop and grow partnerships with community stakeholders to leverage resources and utilize innovative strategies that align existing resources with plan for sustainability • Develop and enhance internal systems and staff resources • Improve proactive approach to align regional partners/resources and match them to common goals • Advocate locally for workforce development and education funding |

Plan Alignment

Oregon Workforce Investment Board and Clackamas Workforce Partnership

| | | OWIB Goal 1: Create a customer-centric workforce system that is easy to access, highly effective, and simple to understand. | OWIB Goal 2: Provide business and industry customized workforce solutions to prepared and deliver qualified and viable candidates and advance current workers. | OWIB Goal 3: Invest in Oregonians to build in-demand skills, match training and job seekers to opportunities, and accelerate career momentum. | OWIB Goal 4: Create and develop talent by providing young people with information and experiences that engage their interests, spur further career development, and connect to Oregon employers. |
|--|---|--|---|--|---|
| CWP Goal 1: Businesses have the skilled workers they need when they need them. | Strategies - CWP Goal 1 | | | | |
| | Work with partners to develop a coordinated approach to engaging the business community | ✓ | ✓ | | |
| | Enhance and align the workforce system to create a professional process | ✓ | ✓ | | |
| | Implement systems to deliver the right candidates | | ✓ | | |
| CWP Goal 2: Job seekers are trained and/or placed in occupations with opportunities for advancement. | Partner with businesses to develop industry focused workforce solutions | | ✓ | | |
| | Strategies - CWP Goal 2 | | | | |
| | Coordinate with community partners to build awareness of workforce system | ✓ | | ✓ | |
| | Enhance a greater level of customer-centric services, resources and tools | ✓ | | ✓ | |
| | Refocus training and skill development | | | ✓ | |
| | Establish an Equity Coalition and Equity Lens | ✓ | | ✓ | |
| CWP Goal 3: Emerging workers are aware of career pathways and are work ready. | Strategies - CWP Goal 3 | | | | |
| | Create opportunities to engage younger youth in career pathways | | | | ✓ |
| | Provide businesses tools and support to enable career related learning experiences | | | | ✓ |
| | Develop and deliver work readiness services to prepare emerging workers for employment | ✓ | | | ✓ |
| | Re-engage disconnected youth in education and training opportunities | | | | ✓ |
| CWP Goal 4: Clackamas County has resources to support workforce development. | Strategies - CWP Goal 4 | | | | |
| | Develop and grow partnerships with community stakeholders to leverage resources | ✓ | | | |
| | Develop and enhance internal systems and staff resources | ✓ | | | |
| | Improve proactive approach to align regional partners/resources | ✓ | | | |
| | Advocate locally for workforce development and education funding | ✓ | ✓ | ✓ | ✓ |



POLICY #: P-08
Supportive Services

ISSUED: January 17th, 2013

PURPOSE:

Supportive services enable an individual to participate in WIA services and activities in order to transition to self-sufficiency.

REFERENCES:

- WIA Sections 101 (46), 129 (a)(4), 134 (d) and (e), 173, 181 (f)
- 20 CFR Parts 663.800 – 663.840
- CCWD 589-30.12

DEFINITIONS:

Supportive Services: Payments for services such as transportation, child care, books, and supplies necessary to enable an individual to participate in WIA activities.

POLICY:

Supportive services are allowable when they are necessary to enable eligible individuals to participate or remain in WIA Title 1 activities or to aid in obtaining, retaining, or advancing in employment. Supportive services may begin at registration and extend for one year after exit from the program as part of retention activities. Supportive services must be compatible with, and part of, the person's individual employment plan.

Supportive services are not an entitlement and will only be authorized after all other resources have been explored and are exhausted. Supportive services are only provided to individuals who are unable to obtain assistance through other programs which provide such services. WIA sub recipient staff will be familiar with community resources and will share these resources with participants to assist them in becoming self-sufficient.

Staff will explore, contact and/or exhaust all other resources prior to the issuance of WIA funded supportive services. Staff will document supportive services payments in the electronic case file, in addition to hard copy fiscal records, to ensure the reasonableness, allowability and allocability of the expenditure. Documentation must state what, when, for what time period, and why a product or service is required and provided.

Only the participant receiving the payment may sign a receipt of payment document (no spouses, family, etc). "Cash-like payments" (vouchers, gas cards, gift cards, etc.) may only be presented to the participant at the time of signature and may not be distributed via other means (electronic deposits, mail, etc). Checks made out directly to the vendor or participant may be distributed by other means with the endorsement of the check as documentation of receipt.

Supportive services may not be used for drug testing; child support; fines; citations; State or Federal income taxes owed; retribution; bad debts; reinstatement of driver's license if suspended for violation or fines; goods or services that are illegal under any Federal, State, local or municipal law or statute; tobacco products; and/or alcoholic beverages.

Approved:

Frank Wall

1/17/13

Workforce Investment Council's Board Chair

Date



2013-2015 Manufacturing Workforce Plan

for the City of Portland, Multnomah, Washington,
Clackamas, Clark, Cowlitz and Wahkiakum Counties



Over the next decade the regional manufacturing sector is projected to need to replace more than 30,000 workers

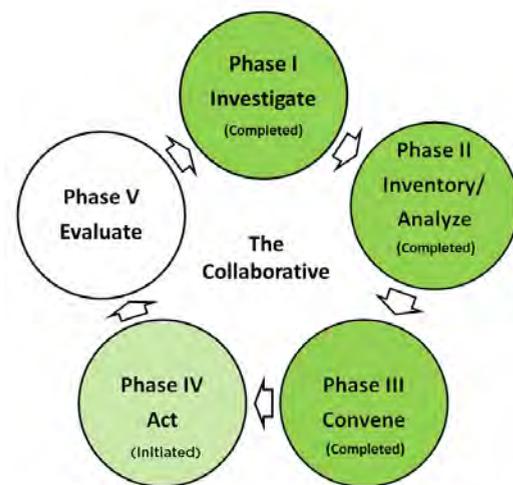
Why a Regional Plan?

There are a variety of good public and private efforts underway to improve the quality of the regional manufacturing workforce. The challenge is that these efforts often work in isolation which diminishes the overall impact to the industry. The fact is the magnitude of the challenge requires multiple stakeholders to work together to have a meaningful and sustainable impact on the supply of well-trained manufacturing workers.

The Columbia-Willamette Workforce Collaborative is a partnership that delivers a unified approach to serve industry, support economic development, and guide public workforce investments in the Portland-Vancouver Metropolitan area. We work with industry to identify and remove barriers that stand in the way of cultivating and sustaining a skilled workforce.

Collaborative Model

Our 5 step business model directly involves industry in the design, development, delivery and oversight of regional workforce programs and services.



Driven by the Industries We Serve

Manufacturers provide jobs, spark innovation, and spur productivity giving our region a competitive edge. Despite high unemployment, manufacturers still struggle to find qualified local workers.

Recognizing the critical role manufacturers play in the local economy, we began working with industry to pinpoint their key workforce challenges and develop strategies that would move the needle. After engaging over 160 industry members through a combination of surveys, meetings and focus groups, three major themes surfaced:

- ***Manufacturers are concerned about the quality and number of young workers entering the industry.***
- ***Available labor does not have the skills needed for current and projected jobs.***
- ***Small manufacturers need greater access to continuous improvement training.***

PLAN GOALS

Under the guidance of local companies, we developed a three-point plan to aggressively address manufacturing's workforce challenges.



1. Building a Labor Pipeline by Attracting Interested, Committed Youth

- Outcomes:**
- Develop and implement a career exposure campaign targeting youth
 - Convene a regional Career Technical Education (CTE) industry advisory group to give manufacturers a coordinated way to inform and influence regional CTE programs
 - Support **100** opportunities for youth internships in manufacturing occupations
 - Certify manufacturing skills competencies of **200** youth
 - Create **1,000** manufacturing career-related learning experiences

2. Finding Work-Ready Candidates Now

- Outcomes:**
- Create a certified work-ready workforce based on industry identified skill competencies
 - Establish a manufacturing hiring pool of **2000** job seekers who meet industry standards
 - Achieve a **75%** fill rate for all jobs recruited from the pool
 - Create a tool for quality assurance and continuous improvement

3. Strengthening the Manufacturing Community

- Outcomes:**
- Create opportunities for continuous improvement training that are accessible to small manufacturers
 - Sponsor **8** industry training events
 - Support continuous improvement training for **50** small manufacturers
 - Connect **25** companies to more intensive lean coaching services

Columbia-Willamette Manufacturing Industry Panel

Panel Chairperson:
Elizabeth King, ESCO Corp.

Collaborative Manufacturing Manager: Jesse Aronson, Worksystems, Inc.

Provided Input in Planning and Development:

- American Precision Industries
- Benchmade
- Blount, Inc.
- Boeing
- Enoch Manufacturing
- ESCO Corp.
- HW Metals, Inc.
- Imperial Mfg.
- Leatherman Tool Group
- Leupold & Stevens
- Liberty Metal Fab
- Linear Technology
- Madden Industrial Craftsmen
- Manufacturing 21
- Marks Metal Technology
- SAM Medical Products
- Silver Eagle Manufacturing
- Small Parts Manufacturing
- Sunset Manufacturing
- Vigor Industrial



COLLABORATIVE PARTNERS

Portland Development Commission
Columbia River Economic Development Council
Greater Portland Inc.
Business Oregon
Clackamas Community College
Clark College
Lower Columbia College
Mt. Hood Community College
Portland Community College
K-12 Career Technical Education
Oregon Manufacturing Extension Partnership
Impact Washington
WorkSource Oregon and Washington
Community Based Organizations
Pacific NW Defense Coalition

Questions?

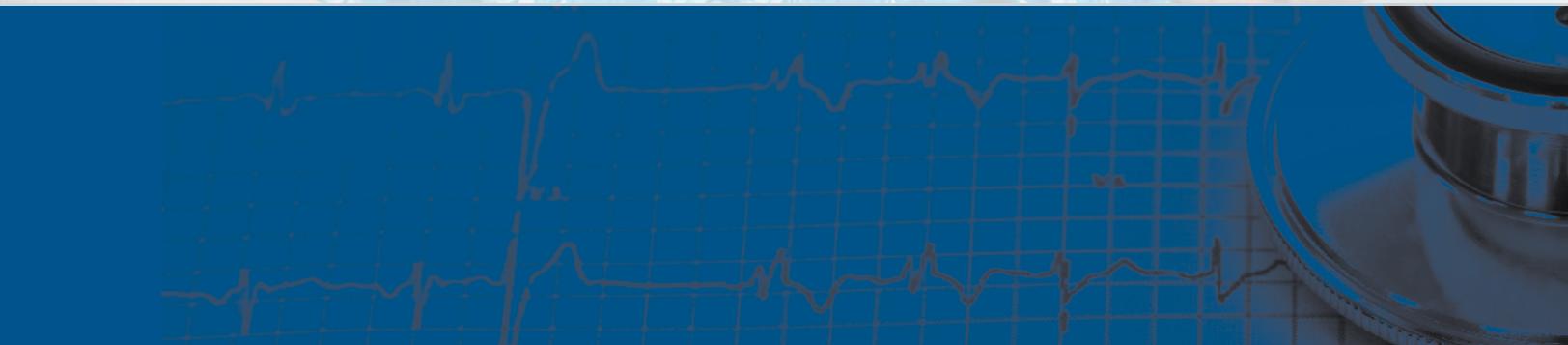
Jesse Aronson
Worksystems, Inc.
1618 SW First Ave. Ste 450
Portland, OR 97201
503.478.7324
jaronson@worksystems.org



These programs funded in whole or in part through the US Department of Labor. We are equal opportunity employer/programs. Auxiliary aide and services are available upon request to individuals with disabilities.



2015-2017 Long-Term Care Workforce Plan
for the Counties of Clackamas, Clark, Cowlitz, Multnomah,
Wahkiakum and Washington & the City of Portland



The region's long-term care sector will add more than 6,000 jobs over the next eight years, expanding the current workforce by nearly 25%.

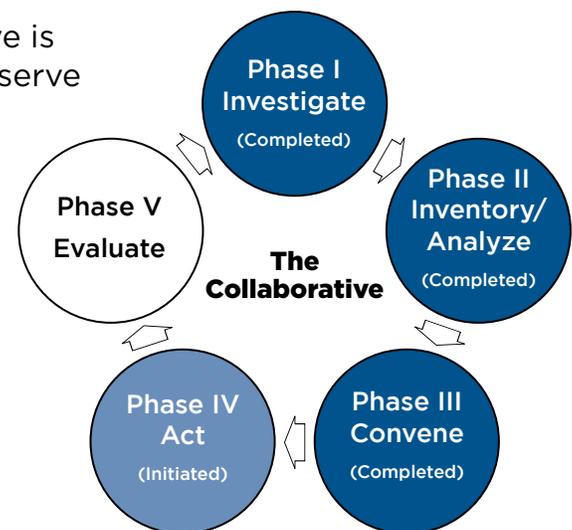
Why a Regional Plan?

There are a variety of good public and private efforts underway to improve the quality of the regional workforce. The challenge is that these efforts often work in isolation which diminishes the overall impact to the industry. The magnitude of the workforce challenges facing the long-term care sector requires multiple stakeholders to work together to have a meaningful and sustainable impact on improving the supply of well-trained workers.

The Columbia-Willamette Workforce Collaborative is a partnership that delivers a unified approach to serve business, support economic development and guide public workforce investments in the Portland-Vancouver Metropolitan Area. We work with industry to identify and remove barriers that stand in the way of cultivating and sustaining a skilled workforce.

Collaborative Model

Our five-step business model directly involves employers in the design, development, delivery and oversight of regional workforce services and programs.



Driven by the Industries We Serve

Long-term care is a growing and indispensable industry within our communities. Assisted living, nursing homes, adult family homes, home health agencies and other facilities provide medical care and services for children and adults living with chronic health problems. As the U.S. population ages, the need for a skilled workforce will be amplified. Through our focus on long-term care, we will be able to work with employers to address the critical issue of employee recruitment and retention and encourage job seekers to enter high-demand occupations across our region.

We engaged employers to identify specific workforce challenges and to develop strategies to make an impact. After several rounds of reports, surveys and focus groups, three major themes emerged:

- *Long-term care (LTC) is a uniquely rewarding work environment and should be marketed accordingly.*
- *Staff turnover is a disruptive and costly reality of LTC and should be managed proactively through improved applicant screening processes.*
- *Young people should be introduced to LTC careers early to inform their training and employment aspirations.*

PLAN GOALS

Under the guidance of local companies, we developed a three-point plan to address the long-term care industry's workforce challenges.



1. Attract the *Right* Talent - Now

Outcomes:

- Identify attitudes, traits and characteristic of successful long-term care employees.
- Develop a cohesive industry messaging platform, approach and materials.
- Disseminate messaging to job seekers throughout the community.

2. Improve Retention across the Industry

Outcomes:

- Design an industry-endorsed vetting process and deliver 400 high-caliber candidates from our WorkSource talent pool to hiring employers across the Portland-Vancouver Metropolitan Area.
- Train 300 people for long-term care occupations using classroom and on-the-job (OJT) training.
- Implement managerial training for 100 incumbent supervisors who oversee front-line care staff.

3. Attract Youth to the Industry

Outcomes:

- Map long-term care career pathways and communicate them to youth.
- Develop and implement work experience programs leading to 100 youth internships in long-term care settings.
- Identify and guide implementation of industry-appropriate career-related learning experiences.

Columbia-Willamette Long-term Care Industry Panel

Panel Chairperson:

Lynn Szender, *Mary's Woods*

Collaborative Health Care Manager: Tracy Schreiber, *Southwest Washington Workforce Development Council*

Provided Input in Planning and Development:

- Aacres
- Adventist Health
- Avamere
- Cascade Inn
- ComForcare
- Elite Care
- Helping Hands Home Care
- Holladay Park Plaza
- Home Matters
- Interim HealthCare
- Leading Age Oregon
- Marquis Companies
- Mary's Woods
- McLoughlin Place
- Mirabella Portland
- Nursingale
- Oregon Health Care Association
- Rose Villa
- Sinai In-Home Care
- Terwilliger Plaza
- The Hampton and Ashley Inn
- The Hampton at Salmon Creek
- Visiting Angels
- West Hills Health & Rehab
- Willamette View





Collaborative Partners

- Clackamas Community College
- Clark College
- Lower Columbia College
- Mount Hood Community College
- Oregon Employment Department
- Portland Community College
- SE Works
- Washington State Employment Security Department
- WorkSource Oregon and Washington

Questions?

**Tracy Schreiber, Lead
Southwest Washington Workforce
Development Council
Clark, Cowlitz & Wahkiakum Counties
360.567.3185
tschreiber@swwdc.org**

**Nick Knudsen, Worksystems
Multnomah & Washington
Counties & City of Portland
503.478.7312
nknudsen@worksystems.org**

**Julia Metz, Workforce Investment
Council of Clackamas County
Clackamas County
503.657.6770
julia.metz@wicco.org**





POLICY #: A-09
Separation of Governance and Service Provision

ISSUED: January 17th, 2013

PURPOSE:

To establish a policy to assist Workforce Investment Council and Region 15 in separating governance and service delivery to avoid conflicts of interest.

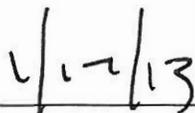
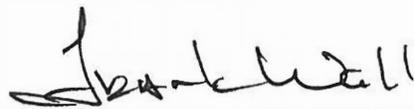
REFERENCES:

- WIA Law (PL 105-220)
- 29 CFR Part 661.310
- Oregon Workforce Investment Board – Policy – Workforce Investment Area Designation

POLICY:

The Workforce Investment Council board and staff recognize that the prohibition of service provision, within the requirements of the WIA, especially of training, applies to local boards and board staff and will assure Region 15 compliance with this directive.

Approved:



Workforce Investment Council Board Chair

Date

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

| WIOA Sec. 107(b)(2)(A) | | | |
|---|-------------------------|---|--|
| Business Representatives – Majority of the board must come from this category. | | | |
| Representatives of businesses in the local area who: | | | |
| i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority | | | |
| -or- | | | |
| ii. represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area | | | |
| (Must be nominated by local business organizations and business trade associations) | | | |
| <u>Business or Agency Name</u> | <u>Member Names</u> | <u>Nominated By</u> | <u>Term Expiration Date</u> If Vacant, Date to be Filled |
| Blount, International | Julie Hugo | Clackamas Community College | 6/30/16 |
| Marks Metal Technology | Dan Parker | Clackamas County Business Alliance | 6/30/18 |
| Willamette View | Selene Andreasen | Oregon Impact | 2/4/18 |
| Unified Grocers, Inc. | Kathie Bell | Portland State University | 2/4/18 |
| Crooks & Company Financial Management | Alex Crooks | Oregon City Rotary | 6/30/18 |
| Citizens Bank | David Green | Oregon City Business Alliance | 2/4/18 |
| Express Employment Professionals | Tina Irvine | Oregon Staffing Assoc. | 6/30/16 |
| Legacy Health | Cheri Johnson | Clackamas County Business Alliance | 6/30/16 |
| JVNW | Don Jones | North Clackamas Chamber of Commerce | 2/4/18 |
| Super Genius | Peter Lund | Small Business Development Center | 11/12/17 |
| Portland General Electric | Tom Riddle | Clackamas County Business & Economic Development | 11/12/17 |
| Bob’s Red Mill Natural Foods | Dennis Vaughn | North Clackamas Chamber of Commerce | 6/30/18 |
| Dave’s Killer Bread | John Wells | National Council of Farm Cooperatives | 2/4/18 |
| The Cedars Companies | Mike Wells | North Clackamas Chamber of Commerce | 6/30/16 |
| IAPMO Group UA | Jed Scheuermann | NW Oregon Labor Council | 6/30/18 |
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LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

| WIOA Sec. 107(b)(2)(B) | | | |
|---|----------------------|--|--|
| Representatives of the workforce within the local area – At least 20% of the total board membership must represent the categories in this section. | | | |
| <u>Membership Category</u> Name of labor organization, CBO, etc. | <u>Member's Name</u> | <u>Nominated By</u> | <u>Term Expiration Date</u> If Vacant, Date to be Filled |
| (i) Representatives of labor organizations (for a local area in which employees are represented by labor organizations), or (for a local area in which no employees are represented by such organizations) other representatives of employees; | | | |
| Minimum of one representative (Must be nominated by local labor federations or other employee representative group.) | | | |
| Teamsters Local 305 | Steve Pickle | NW Oregon Labor Council | 6/30/16 |
| Labor Community Service Agency | Vicki Burns | NW Oregon Labor Council | 6/30/16 |
| Local 16 Sheet Metal Workers | Joseph Harris | Columbia Pacific Building and Construction Trades Council | 6/30/18 |
| | | | |
| (ii) Representative of labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area | | | |
| Minimum of one representative, if such a program exists in the area | | | |
| Plumbing & Mechanical Contractors Assoc. | Frank Wall | Not Applicable | 6/30/16 |
| | | | |
| (iii) Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities (Optional category) | | | |
| Individuals with Disabilities | | Not Applicable | |
| Veterans | | | |
| | | | |
| | | | |
| (iv) Representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth (Optional category) | | | |
| Todos Juntos | Eric Johnston | Not Applicable | 12/31/18 |
| | | | |
| | | | |
| | | | |

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(C)

Each local board shall include representatives of entities administering education and training activities in the local area.

When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives.

| <u>Membership Category</u> List Business or Agency Name | <u>Names</u> Member's Name | <u>Nominated By</u> Organization Name | <u>Term Expiration Date</u> If Vacant, Date to be Filled |
|--|-------------------------------|--|--|
| A representative of eligible providers administering adult education and literacy activities under title II of WIOA | | | |
| Minimum of one representative | | | |
| Clackamas Community College | Joanne Truesdell | CCC | 6/30/16 |
| | | | |
| | | | |
| A representative of institutions of higher education providing workforce investment activities (including community colleges) | | | |
| Minimum of one representative | | | |
| Clackamas Community College | Joanne Truesdell | CCC | 6/30/16 |
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| | | | |
| Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (Optional category) | | | |
| Oregon City School Dist. | Larry Didway | ESD | 6/30/17 |
| | | | |
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LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

| WIOA Sec. 107(b)(2)(D) | | | |
|---|-------------------------------|--|--|
| Each local board shall include representatives of governmental and economic and community development entities serving the local area. | | | |
| <u>Membership Category</u> List Business or Agency Name | <u>Names</u> Member's Name | <u>Nominated By</u> Organization Name | <u>Term Expiration Date</u> If Vacant, Date to be Filled |
| Representatives of economic and community development entities (Minimum of one representative) | | Not applicable | |
| Clackamas County Business & Economic Development | Cindy Hagen | | 6/30/16 |
| Representative from the State employment service office under the Wagner-Peyser Act serving the local area (Required) | | Not applicable | |
| Oregon Employment Dept. | Kim Freeman | | 6/30/18 |
| Representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area [other than section 112 or part C of that title] (Required) | | Not applicable | |
| Vocational Rehabilitation | Patrick Foster | | 11/12/17 |
| Representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance (Optional) | | Not applicable | |
| Department of Human Services | Maurita Johnson | | 6/30/17 |
| Clackamas County Health, Housing & Human Services | Rich Swift | | 12/31/18 |
| Representatives of philanthropic organizations serving the local area (Optional) | | Not applicable | |
| <i>Other</i> | | Not applicable | |
| | | | |
| | | | |
| | | | |



POLICY #: A-04
Membership Appointment

ISSUED: January 17th, 2013

PURPOSE:

To establish the process and criteria the Workforce Investment Council of Clackamas County uses when reviewing and recommending applicants for openings on the Workforce Investment Council Board.

REFERENCES:

- WIA Section 117
- 20 CFR 661.300 through 661.315
- Oregon Workforce Advisory Committee Policy – State Policy Outlining Criteria for Local Boards and the Procedures the Governor Will Use to Certify Local Boards

POLICY:

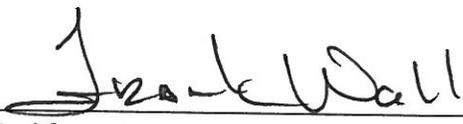
In accordance with the Memorandum of Agreement between Workforce Investment Council and Clackamas County, members of the Workforce Investment Council Board are appointed by the Clackamas County Board of Commissioners. Workforce Investment Council uses the Clackamas County Appointed Boards and Commissions process to appoint all Workforce Investment Council Board members.

This process includes the following steps:

1. Public Notice/Press Release issued through Clackamas County and the Workforce Investment Council web site stating number of vacancies
2. Interested individuals submit Clackamas County's Application to Workforce Investment Council ABC (Appointed Boards and Commission) Staff Liaison/Administrative Coordinator, along with letter(s) of nomination
3. Applications are screened for eligibility criteria by the Workforce Investment Council Executive Director. Eligibility Criteria includes:
 - a. Level of individual's responsibility within the company
 - b. Size of business – number of employees to achieve diversity on the board
 - c. Within a targeted industry cluster
 - d. Kinds of jobs within the company
 - e. Location within the County to achieve an urban/rural representation
 - f. Ability to commit time to be involved in Board activities
4. Workforce Investment Council ABC (Appointment to Boards & Commission) Staff Liaison recommends applicants to the Board of County Commissioners.

5. ABC Study Session packet (ABC Worksheet & ABC Matrix) is submitted to the Board of County Commissioners along with ABC Staff Report and re-appointment and appointment letters.
6. Upon approval of re-appointment and appointments, Workforce Investment Council seats members on the Board.

Approved:


Workforce Investment Council Board Chair

1/12/13
Date

Workforce Investment Council of Clackamas County
Board of Directors Meeting
January 15, 2015
7:30am – 9:30am
Clackamas ESD, Mt. Hope Conference Room



Members Present

Ken Bartus, Garron Grounds
 Alex Crooks, Crooks & Company Financial Management
 Warren Cunningham, Timber Lake Job Corps
 Bob Degnan, Package Containers
 Milt Dennison, Clackamas Education Service District
 Patrick Foster, Vocational Rehabilitation
 Kim Freeman, Oregon Employment Department
 Cindy Hagen, Clackamas County Business & Economic Development
 Megan Helzerman, Clackamas Education Service District
 Julie Hugo, Blount Int.
 Tina Irvine, Express Employment Professionals
 Cheri Johnson, Legacy Health
 Maurita Johnson, Oregon Dept. of Human Services
 Peter Lund, Super Genius
 Lowell Miles, Miles Fiberglass
 Pam Meredith, Training and Development Services
 Dan Parker, Marks Metals Technology
 Gary Petersen, Kaiser Permanente
 Tom Riddle, Portland General Electric
 Jed Scheuermann, IAPMO Group
 Jerry Smith, Jerry Smith & Associates
 Maureen Thompson, Community Solutions for Clackamas County
 Joanne Truesdell, Clackamas Community College
 Frank Wall, Plumbing & Mechanical Contractors Association
 Michael Wells, The Cedars Companies

Members Absent

Vickie Burns, Labor's Community Service Agency
 Larry Didway, Oregon City School District
 Brenda Durbin, Social Services
 Gary Furr, The Growth Coach
 Howard Klink, Klink Consulting
 Steve Pickle, Teamsters Local 305
 Commissioner Martha Schrader, Clackamas County Board of Commissioners
 Dennis Vaughn, Bob's Red Mill Natural Foods

Others Present

Kathie Bell, Unified Grocers
 Amy Black, Workforce Investment Council
 Bridget Dazey, Workforce Investment Council
 Jan Filgas, Workforce Investment Council
 Dallas Fridley, Oregon Employment Department
 Bryan Fuentes, Clackamas Community College
 Sharon Hernandez, Timber Lake Job Corps
 Emily Klepper, Commissioner Martha Schrader's Office
 Julia Metz, Workforce Investment Council
 Gabby Nunley, Workforce Investment Council
 Amy Oakley, Workforce Investment Council
 Amy Vander Vliet, Oregon Employment Department
 Lynn Wallis, Oregon Employment Department
 Deb Zang, Workforce Investment Council

Call to Order & Welcome

Julie Hugo called the meeting to order at 7:35 a.m.

Public Comments

There were no public comments.

Consent Agenda

1. October 16, 2014 Board Meeting Minutes.
2. June 12, 2014 Executive Committee Meeting Minutes – approved by the Executive Committee
3. August 6, 2014 Executive Committee Meeting Minutes – approved by the Executive Committee
4. Acceptance of Financial Report.

Motion: Maureen Thompson moved to approve the consent agenda as presented, seconded by Ken Bartus. Motion passed unanimously.

Introductions

Introductions were made around the room. New Board members Peter Lund, Patrick Foster, and Tom Riddle were introduced and given a moment to speak about their businesses.

Workforce Investment Council Staffing Update

Bridget Dazey introduced Julia Metz, Business Services Project Manager who will be working to advance our presence in the business/private sector and Amy Black, WorkSource Liaison, who will be working primarily at the WorkSource one stop center.

Executive Committee Recommendation for Adopting WIOA Formula Board Structure

Bridget Dazey reviewed the recommendation made by the Executive Committee to restructure the WICCO Board according to WIOA formula. Under the WIOA formula, WICCO Board structure requirements are as follows:

Category A - Majority Local Business Representatives (>50%)

Category B - Local Workforce - Labor and apprenticeship required; CBOs and other youth-related organizations optional (20% min)

Category C - Education and Training - Title II and higher education required; local education and CBOs helping barriered individuals optional

Category D - Government, Economic, and Community Development - Eco/Dev, Wagner-Peyser, and Voc Rehab required; philanthropic and others optional

Category E - Others as determined by chief elected official

There was discussion about the WIOA formula and requirements and their effect on restructuring the WICCO Board.

Motion: Frank Wall moved the Board of Directors adopt the WIOA formula for the WICCO Board structure effective July 1, 2015 unless the Department of Labor provides an extension to WIOA regulations, seconded by Michael Wells. Motion passed unanimously.

Executive Committee Recommendation for Bylaws Revision

Bridget Dazey reviewed the recommendation made by the Executive Committee and sent to Board members to revise Article IV of the Bylaws by adding the following two Sections:

Section 8: In order to provide historical perspective, at the expiration of term limits, a retiring Board member may choose to continue service to the Board as a "Legacy Member", with approval by the Chair of the Board. Legacy Members may serve on committees, vote at committee meetings, but would not be eligible to vote at the Board of Director or the Executive Committee meetings.

Section 9: At expiration of term limits, retired Board member may choose to reapply for an appointment to the Board after a 12 month break in service has passed.

WORKFORCE INVESTMENT COUNCIL OF CLACKAMAS COUNTY, INC.

An Oregon Public Benefit Corporation

BYLAWS

ARTICLE I.

Section 1: The Workforce Investment Council of Clackamas County, Inc. is an Oregon nonprofit corporation which does business as the “Clackamas Workforce Partnership” (CWP). Hereinafter, the Workforce Investment Council of Clackamas County, Inc. shall be referred to as the “CWP.”

Section 2: The CWP was organized under Chapter 65 of the Oregon Revised Statutes, and was approved by Clackamas County Board of County Commissioners, (CCBCC).

Section 3: The CWP is established to implement workforce development programs including the Workforce Innovation and Opportunity Act, hereinafter referred to as WIOA, to represent Clackamas County in Oregon's workforce development system, and to act as a public benefit corporation operated in Oregon for educational and charitable purposes and for the promotion of social welfare in accord with sections 501(c)(3) of the Internal Revenue Code of 1954.

Nominations and appointments to the CWP Board of Directors shall be made in accordance with WIOA Section 107 and any additional State of Oregon or CCBCC requirements,

The CWP shall ensure that its board member actively participate in convening the workforce development system's stakeholders, brokering relationships with a diverse range of employers and leveraging support for workforce development activities.

Section 4: The primary area to be served by the CWP shall be Clackamas County, Oregon.

Section 5: The official office location and mailing address shall reside within Clackamas County.

ARTICLE II.

Purpose

The CWP's purpose shall include representing Clackamas County in Oregon's workforce development system, implementing WIOA and other workforce development programs, and to act as an Oregon public benefit corporation operated for educational and charitable purposes and for the promotion of social welfare in accord with sections 501(c)(3) of the Internal Revenue Code of 1954.

Subject to the foregoing purposes and the requirements of Code Section 501(c)(3), the CWP shall have and may exercise all the rights and powers of a nonprofit corporation under the Oregon Nonprofit Corporation Act.

ARTICLE III.

CWP Membership

The CWP shall have no members or stockholders.

ARTICLE IV.

Board of Directors

- Section 1:** The affairs of the corporation shall be managed by its Board of Directors, which is the Clackamas County Workforce Development Board appointed in accordance with Article 1, Section 3 of these bylaws.
- Section 2:** The CWP Board of Directors shall serve at the pleasure of the Clackamas County Board of County Commissioners. The CWP Board of Directors are expected to attend all regularly scheduled meetings and shall not delegate their vote to any other individual. Any member who does not attend at least half of the regularly scheduled meetings during any fiscal year may forfeit the office upon review of the CWP Board of Directors. Any member of the Board of Directors may be suspended or expelled from membership on the Board of Directors upon affirmative vote of two-thirds (2/3) of the membership as a recommendation to the CCBCC. If a Director's employment status changes in his/her elected term, a written notification must be sent to the Board of Directors within 30 days of said change. The Director, under approval of the Board of Directors, has 120 days to requalify for a CWP Board position. Failure to requalify will result in removal from the CWP's Board of Directors. Nothing in these bylaws is intended to preclude the possibility of interested members being considered for reappointment after expiration of a term.
- Section 3:** Members of the Board of Directors shall be appointed for a three-year term, with a maximum of three terms with the intention that approximately one-third of the members terms expire each year.
- Section 4:** To the extent reasonably possible, the membership of the Board shall conform to the requirements of the federal Workforce Innovation and Opportunities Act of 2014 and shall reflect the diversity of the regional workforce.
- Section 5:** The Board of Directors shall have the power to create both standing and ad-hoc committees and task forces, the members and chairs of which shall be appointed by the Chair of the Board. The Committee Chairs shall be private-sector members of the Board and may have a co-chair from the public sector.
- Section 6:** If a board member resigns mid-term, a new member will be appointed by the CCBCC to fulfill the remainder of the term. A partial term does not count as a term when considering the three term maximum.
- Section 7:** In order to provide historical perspective, at the expiration of term limits, a retiring Board member may choose to continue service to the Board as a "Legacy Member", with approval by the Chair of the Board. Legacy Members may serve on committees, may vote at committee meetings, but would not be eligible to vote at Board of Director or Executive Committee meetings.

Section 8: After the expiration of the three-term limit, retired Board members may choose to reapply for an appointment to the Board after a 12 month break in service.

ARTICLE V.

Officers

Section 1: The CWP Board of Directors shall elect officers at the annual board meeting. The annual meeting is the first full Board meeting after the start of the program year.

Section 2: Officers of the Board of Directors of the corporation shall consist of a Chair, Vice Chair, Secretary, and Treasurer. The officers shall be representatives of the private sector. Such other officers as may be deemed necessary by the Board of Directors may be appointed from time to time.

Section 3: The elected officers and the immediate Past Chair of the Board of Directors, at least four (4) members of the Board, shall constitute the Executive Committee of the Board of Directors.

The Board of Directors may delegate to the Executive Committee or to the Chair alone such duties and responsibilities as may be deemed necessary from time to time to carry out CWP activities. The activities and decisions of the Executive Committee shall be regularly reported to the Board of Directors by the Chair, and the minutes of all Executive Committee meetings shall be provided to the Board.

The Board has the power to fill officer vacancies at any regular meetings and individuals so selected will serve until the annual meeting.

Section 4: The Chair is the Chief Executive Officer of the corporation and shall generally control and supervise all of the business and affairs of the CWP. The duties of the Chair shall be to preside at all meetings of the corporation, to appoint committees and their chairpersons as needed, and to generally perform all duties incident to the office of Chair.

Section 5: The duties of the Vice Chair shall be to perform the duties of the Chair in the absence of the Chair, and to perform such other duties and responsibilities as are set by the Board of Directors, or the Chair.

Section 6: The Secretary of the corporation shall be responsible for the maintenance of CWP records, to review all minutes of the meetings, and to perform such other duties assigned by the Board of Directors, or the Chair.

Section 7: The duties of the Treasurer shall be established by the Board of Directors, or the Chair, and shall generally include governance of all funds held in the name of and managed by the CWP, and reporting on the financial status of the corporation and the budget status of programs and services. Reporting will occur to the Board of Directors through the Executive Committee at full Board meetings.

Section 8: Documents to be signed by the corporation are binding when signed by the Chair and any one of the following officers: Vice Chair, Secretary or Treasurer, at the direction of the Board of Directors. The Board of Directors may approve such other signatories as may be necessary.

ARTICLE VI.

Meeting Procedure, Voting Rights, and Quorum

Section 1: Meeting Procedures:

- A. The corporation shall hold regular meetings as necessary, but no less than four (4) per program year, to conduct business at a time and place determined by the Chair.
- B. Notice of all meetings of the corporation shall be given at least seven (7) days previous thereto by communication mailed by first class mail, sent electronically, by facsimile, or delivered personally to each member.
- C. The corporation's committees shall meet at the call of the Chair or the chair of such committee.
- D. Minutes shall be kept of all meetings required by Public Meeting Law and shall be available at the offices of the Corporation for anyone who requests to see them.

Minutes of meetings of the Board of Directors and Executive Committee shall be reviewed and approved at the subsequent meeting of the corporation's Board of Directors or Executive Committee. Minutes of committee meetings shall be approved by the Chair or Acting Chair of the committee and mailed, e-mailed, or faxed to the Board Members and interested persons as appropriate or as may be requested.

- E. Special meetings of the corporation may be called at any time by the Chair or by a petition signed by not less than 25% of the members of the Board of Directors, setting forth therein the reason for calling such meeting.
- F. The public shall be informed of meetings as prescribed by law. Board and/or committee meetings may be closed to the public and declared in executive session in accordance with Oregon's public meetings law when topics involving personnel or other exempt subjects are to be discussed.
- G. Participation in meetings may be by telephone, video conference, or any means of communication by which all participants may simultaneously hear each other, provided the notice of such a meeting shall state that the person may participate in such a fashion and describe how any person may notify the appropriate individual of the person's desire to be included in the meeting. A person participating in such a meeting is deemed to be present in person at such meeting. No proxies or alternates may vote at CWP meetings.

Section 2: Voting rights:

- A. The Chair will be entitled to a vote on all issues.
- B. Each member of the Board of Directors may cast one vote on any question.

- C. When an issue presents either an actual or a potential conflict of interest (as defined by Federal or State regulation or by the CWP's Code of Conduct) for a member of the Board of Directors, said member shall disclose the conflict of interest, and shall abstain from discussions and voting on said issue. Such disclosure and abstention shall be noted in the minutes, and shall be in accordance with ORS 244.120, as revised from time to time.
- D. Members of the Board of Directors shall act with his/her legal duties of care and loyalty and with the ethical standards and willingness to disclose any wrongful acts in accordance with the whistleblowing policy adopted by the Board of Directors.

Section 3: Quorum:

A motion shall be passed by a majority of Board members voting at a regular or special meeting at which a quorum is present. A quorum shall consist of the majority of the current members of the Board. Board meetings may be held in which one or more or all members participating in the meeting are not present in person, but can communicate by electronic communication. Electronic participation in such meeting shall constitute presence in person at the meeting.

ARTICLE VII.

General Provisions

Section 1: When parliamentary procedures are not covered by these Bylaws, Robert's Rules of Order Revised, shall prevail.

Section 2: Meetings of the corporation or any of its committees shall be open to the public. The corporation and its committees shall operate within the applicable State and Federal laws.

Section 3: Participation in meetings shall be limited to members of the Board of Directors with the following exceptions:

- A. Regularly scheduled agenda items that call for reports or participation by non-members;
- B. At the discretion of the Chair, comment or other participation by non-members which is relevant or material to the matter under consideration before the group. All CWP meetings shall allow opportunity for public comment.
- C. The attorney or the accountant for the corporation.

Section 4: Nothing in these Bylaws shall be construed to take precedence over Federal, State or local laws.

Section 5: Reimbursement of members of the Board of Directors or of other persons as approved by the Board of Directors for necessary travel expenses incurred in the performance of their duties shall be as authorized by the Board of Directors and noted in the meeting minutes.

Section 6: The Chair of the corporation and staff shall be responsible for preparing and distributing the agenda and minutes of meetings. Items not included in the agenda may be submitted to the corporate staff until 5:00 p.m. on the day before a meeting is scheduled so as to be included in a supplemental agenda packet to be distributed at the meeting.

Section 7: The accounting year for the corporation shall be July 1 through June 30.

ARTICLE VIII.

Indemnification

Section 1: Indemnification of Directors. Unless otherwise provided in the articles of incorporation, the corporation shall indemnify any individual made a party to a proceeding because the individual is or was a director of the corporation, against liability incurred in the proceeding, but only if the corporation has authorized the payment in accordance with ORS 65.404 and a determination has been made in accordance with the procedures set forth in ORS 65.404 that the director met the standards of conduct in Sections 1.1-1.2.

1.1 Standard of Conduct. The individual shall demonstrate that:

- (1) The individual conducted himself or herself in good faith; and
- (2) The individual reasonably believed that the individual's conduct was in the best interests of the corporation, or at least not opposed to its best interests; and
- (3) In the case of any criminal proceeding, the individual had no reasonable cause to believe his or her conduct was unlawful.

1.2 No Indemnification Permitted in Certain Circumstances. The corporation shall not indemnify a director under this Section 1:

- (1) In connection with a proceeding by or in the right of the corporation in which the director was adjudged liable to the corporation; or
- (2) In connection with any other proceeding charging improper personal benefit to the director, whether or not involving action in the director's official capacity, in which the director was adjudged liable on the basis that personal benefit was improperly received by the director.

1.3 Mandatory Indemnification. In addition, unless limited by the articles of incorporation, the corporation shall indemnify a director who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the director was a party because of being a director of the corporation against reasonable expenses incurred by the director in connection with the proceeding.

Section 2: Advance for Expenses of Directors. Unless otherwise provided in the articles of incorporation, the corporation may pay for or reimburse the reasonable expenses incurred by a director who is a party to a proceeding in advance of final disposition of the proceeding, if:

- (1) The director furnishes the corporation a written affirmation of the director's good faith belief that the director has met the standard of conduct described in Section 1;
- (2) The director furnishes the corporation a written undertaking, executed personally or on the director's behalf, to repay the advance if it is ultimately determined that the director did not meet the standard of conduct described in Section 1 (which undertaking must be an unlimited general obligation of the director but need not be secured and may be accepted without reference to financial ability to make repayment); and
- (3) A determination is made that the facts then known to those making the determination would not preclude indemnification under Section 1 or ORS 65.387-65.414.

Section 3: Indemnification of Officers, Agents, and Employees Who Are Not Directors. Unless otherwise provided in the articles of incorporation, the board of directors may indemnify and advance expenses to any officer, employee, or agent of the corporation, who is not a director of the corporation, to any extent consistent with public policy, as determined by the general or specific action of the board of directors.

Section 4: The Board of Directors have the power to purchase and maintain such fidelity and bond insurance on such officers, directors, staff and on behalf of others to the extent that power to do so has been or may be granted by statute and give other indemnification to the extent not prohibited by statute. Other business and liability insurance as may be deemed prudent may be acquired by the corporation, it being understood that the Oregon Department of Justice has issued an opinion stating that Workforce Investment Boards are, as the case may be, either an agent of the state, an agent of local government, or an instrumentality of local government and within the protections of the Oregon Tort Claims Act. Under that Act, any action taken within the scope of a volunteer board member's duties which results in a tort claim may be taken only against the public body -- not the individual. If the public body is found liable, the amount of damage payable is limited by statute.

ARTICLE IV.

Staff, Agents, Consultant, and Professional Services

Section 1: The corporation may employ staff necessary to carry out the functions and purposes of the corporation. The corporation may appoint an administrator, coordinator, or executive director to be responsible for the selection, general management and supervision of all staff within the confines of the budget as approved by the Board of Directors. That person shall act for the Chair, as delegated, in the day-to-day operation of the corporation.

Section 2: Persons or firms other than officers or directors of the corporation may, from time to time, be engaged or employed to assist the corporation in carrying out its programs and purposes. Any such employment must be by action of the Board of Directors upon terms and conditions, such as appearance at monthly Board meetings to give progress reports, and including payment for services set forth by the Board of Directors.

ARTICLE X.

Contracts, Loans, Checks, Deposits

- Section 1:** The Board of Directors may authorize an officer or agent to enter into any contract, or execute or deliver any instrument, except instruments or documents relating to loans, in the name of and in behalf of the corporation. Such authority may be general or limited to specific instances.
- Section 2:** No loans shall be contracted on behalf of the corporation, and no evidences of indebtedness shall be issued in its name unless authorized by a resolution of the Board of Directors and signed by the Chair and Secretary of the corporation. Such authority may be general or limited to specific instances.
- Section 3:** All checks, drafts, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the corporation shall be signed by such officer, the Administrator, Coordinator, or Executive Director of the corporation, or designated agent, and in such a manner as shall from time to time be determined by resolution of the Board of Directors.
- Section 4:** The corporation is specifically authorized to establish checking and savings accounts necessary to the transaction of corporate business. All funds of the corporation not otherwise employed shall be deposited from time to time in the name of the corporation in such banks, trust companies or other depositories as the Board of Directors may designate.

ARTICLE XII.

Amendments to Bylaws

These bylaws may be amended or repealed by an affirmative vote of the majority of the current membership of the Board of Directors.

The membership shall be provided notice of the meeting at least seven (7) days in advance. The notice shall specify or summarize the bylaws changes, amendments or repeals to be made at such meeting.

The executive committee shall make the determination regarding "specify" or "summarize" for purposes of notification.

Bylaws are subject to review and approval by the CCBCC.

**Partnership Agreement
Between the
Clackamas Workforce Partnership and the
Clackamas County Board of County Commissioners**

November, 2015

**Partnership Agreement Between
Clackamas Workforce Partnership and the Clackamas County Board of County
Commissioners**

1. Parties

This Agreement is between the Workforce Investment Council of Clackamas County DBA Clackamas Workforce Partnership (CWP) and the Clackamas County Board of County Commissioners (CCBCC), hereinafter collectively referred to as the "parties."

This replaces and supersedes the Memorandum of Agreement dated February 6, 2015.

2. Clackamas Workforce Partnership Responsibilities

CWP shall:

- A. Perform workforce board duties as required by the Workforce Innovation and Opportunity Act of 2014 ("WIOA"), the State of Oregon, Federal and State of Oregon grant agreements, other applicable Federal, State and local laws, rules and agreements and this Partnership Agreement;
- B. Remain a nonprofit Oregon corporation in good standing with Federal tax exempt status;
- C. Serve as the Clackamas workforce area's fiscal agent and administrative entity as designated by the CCBCC;
- D. Develop the annual budget, subject to the approval of CCBCC;
- E. Establish standards for and oversee the Clackamas workforce system, subject to the terms of a Memorandum of Understanding ("MOU") executed with partner agencies;
- F. Develop and approve the Clackamas workforce area's strategic workforce plan for submission to the Governor;
- G. Deliver an annual report on activities during the preceding year;
- H. Purchase insurance; to the extent it is available, to reasonably cover risks and liabilities;
- I. Solicit and accept public and private funds;
- J. Maintain strong linkages with private industry, local governments, and local educational and economic development agencies;
- K. Procure and award workforce area contracts make purchases and enter into leases as authorized by the budget;
- L. Maintain a system to hear and resolve grievances and complaints brought by customers and other interested parties;
- M. Furnish copies of audit reports to the CCBCC;
- N. Comply with all applicable Federal, State and local laws, rules, policies and procedures;

**Partnership Agreement Between
Clackamas Workforce Partnership and the Clackamas County Board of County
Commissioners**

- O. Establish and maintain an audit committee and maintain as a member the county employee described in section 3G. The audit committee shall prepare or supervise the preparation of all financial statements and other official financial information provided to the public; design and implement systems of internal controls to ensure CWP compliance with applicable laws, policies and procedures and appropriate risk management measures; facilitate an annual independent audit process, including engaging an independent certified public accountant and receiving all reports from the accountant; and issue an RFP for audit services every three to five years using federal procurement guidelines.
- P. Have authority to administer job-training/workforce development programs and services not limited to those services authorized by WIOA, and may receive any available funds that are unrelated to WIOA.
- Q. In the event liability for CWP workforce expenditures or operations occurs, the following priorities shall apply:
 - i. First Priority: CWP shall attempt to recover funds from the contractor, agent for third party causing the liability;
 - ii. Second Priority: CWP shall attempt to recover funds from an insurance carrier or bond issuer;
 - iii. Third Priority: CWP shall attempt to obtain a waiver of liability or offset liability against current or future grant revenues;
 - iv. Fourth Priority: CWP shall repay the liability utilizing the contingency fund established for this purpose.
 - v. Final Priority: As a last resort and only to the extent required by the WIOA or other federal or state law, County shall repay any otherwise unpaid liability.
- R. CWP will indemnify and hold the CCBCC members and officers harmless from all liability resulting from their CCBCC service, to the extent allowed by law and permitted by the terms of the grants administered by CWP;
- S. Adopt and amend bylaws, which shall be consistent with this agreement and subject to review and approved by CCBCC; and,
- T. Appoint the Clackamas Workforce Partnership's Board of Directors.

3. CCBCC Responsibilities

CCBCC shall:

- A. Appoint CWP Board members;
- B. Identify one Commissioner to operate as ex-officio on the CWP Board and Executive Committee;

**Partnership Agreement Between
Clackamas Workforce Partnership and the Clackamas County Board of County
Commissioners**

- C. Review and approve the Clackamas workforce area's strategic workforce plan for submission to the governor;
- D. Designate the fiscal agent and administrative entity of the workforce area;
- E. Provide oversight of CWP Bylaws;
- F. Perform oversight and other responsibilities assigned to local elected officials pursuant to WIOA, State of Oregon laws, policies and grant agreements;
- G. Provide one employee of County with expertise and experience in WIOA grant accounting and administration to serve on the CWP audit committee; and,
- H. Have annual oversight and agreement of the CWP annual budget.

4. Dispute Resolution

If a dispute arises among the parties, the CWP Board and the CCBCC shall each select two members to meet and attempt to resolve the dispute. The meeting shall be chaired by a neutral party who may be a hearing officer selected by the Oregon Employment Department. The neutral chair may make a motion and call for a vote if a mutually agreed upon resolution cannot be reached and the neutral chair shall, in the case of a deadlock, cast the deciding vote. The decision shall be binding upon the CWP Board and CCBCC.

5. Rebranding

The CWP and CCBCC may elect to "rebrand" by changing their names. Any such change shall not invalidate this agreement and shall merely serve to substitute the new name for the name contained in this agreement.

6. Duration

This agreement shall take effect when authorized by CWP and CCBCC. Any of the parties may withdraw from this Agreement by giving advance written termination notice to the other parties on or before December 31st. Termination shall be effective at midnight of the following June 30th, the end of the workforce program year. This agreement shall remain in effect until terminated by either party in accordance with this paragraph.

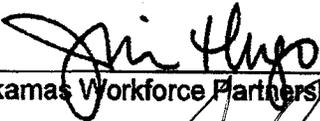
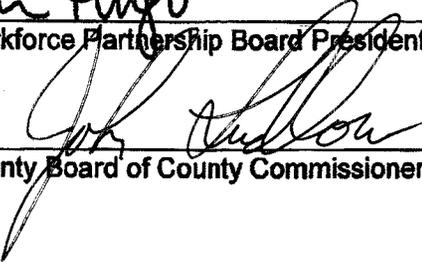
7. Amendment

Any amendment to this agreement must be in writing signed by both parties and must make specific references to this agreement. Upon the request of either party, the parties shall enter into discussions with the other concerning amendment to this agreement.

SIGNATURES

**Partnership Agreement Between
Clackamas Workforce Partnership and the Clackamas County Board of County
Commissioners**

The parties agree to each of the terms of this Agreement by signing below.

| | |
|---|------------|
|  | 12/17/2015 |
| Clackamas Workforce Partnership Board President | Date |
|  | 1-7-16 |
| Clackamas County Board of County Commissioners Chair | Date E.I. |

**LOCAL WORKFORCE DEVELOPMENT BOARD
CERTIFICATION REQUEST**

I certify that I am authorized to request certification of the *Clackamas Workforce Partnership* for *Clackamas County*. This certification is for the Workforce Innovation and Opportunity Act period ending June 30, 2018.

This request includes documentation demonstrating the Local Workforce Development Board Membership composition.

Submitted on behalf of the Local Elected Official(s) for this Local Workforce Development Area.



Signature – Commissioner Martha Schrader

2.11.16

(Date)

Martha Schrader, Commissioner

(Printed Name and Title)

Martha Schrader – Clackamas County Commissioner