

Local Implementation Plan
Workforce Investment Council

11/30/2012

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Workforce Investment Council
Strategic Plan
Section 1

January 1, 2013 – June 30, 2015

Section 1: Local Strategic Plan

Sector Strategies. For each sector you plan to address, please complete the following:

Please note: For the purposes of planning, the Workforce Investment Council of Clackamas County is considering the full three county metro area, recognizing it is one labor shed.

1. The Sector:

Health Care - As is the case around the nation and much of the state, the health care industry is growing in the Portland Metro area and Clackamas County specifically. With the fundamental changes in health care delivery statewide and nationally, along with an aging workforce, the demand for health care will continue to grow dramatically.

Projections for employment in the health care industry show an increase in the metro area of over 25,000 employees between 2010 and 2020, an increase of 32.6%. The distribution of health care employment reaches from the urban areas into the rural pockets of Clackamas County and includes practices of all sizes (attachment I-a).

Prior to this planning exercise, health care had been identified by the Columbia-Willamette Workforce Collaborative as a sector of focus. Following the model developed by the Collaborative (see section 7 for details on the model), Phase 1 and Phase 2 have been completed. A unique, comprehensive survey was developed during Phase 2 ~~conducted with input from~~ local health care employers and industry associations. This survey was distributed to a variety of professionals in the health care field including ~~which included input from~~ several levels of management and administration. The survey was conducted in fall 2011 and ~~As~~ a result, a complete report ~~has been~~ was published in June 2012. This report ~~that~~ includes identification of trends, workforce needs and a general industry update. (attachment I-b). With national health care reform a certainty, Oregon stands poised and ready to embrace the challenges of meeting the health care needs of all Oregonians. There is still much unknown about how workforce will be affected by Coordinated Care Organizations, Non-Traditional Health Care Workers, an aging workforce, and the shift to preventative care. The Workforce Investment Council with the Columbia-Willamette Workforce Collaborative will be at the table to refine how WIA funds are invested in the community.

Manufacturing – In the Metro area, the geographical diversity of manufacturing firms is vast. While there's density in the urban area, manufacturing firms are found throughout rural Clackamas County. (attachment I-c). The manufacturing sector is expected to grow in the metro area by over 21%, or nearly 5,500 positions by 2020.

As is true with health care, the Columbia-Willamette Workforce Collaborative has identified manufacturing as a key industry to study and aggressively address workforce demands. Although the model outlined by the Columbia Willamette Workforce Collaborative is used as the guide, the manufacturing work actually started with Phase 3. In June 2012, in coordination with Senator Jeff Merkely and Manufacturing 21, a forum was held with key manufacturers from around the metro region. The conversation began there and was followed by ~~As~~ a wide-ranging survey ~~has been~~ that was distributed to manufacturing employers throughout the Metro area (consistent with Phase 2 of the model). The results of this survey will inform next steps. A manufacturers listening panel is scheduled for December 2012 to discuss the results of this survey with key employers throughout the

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metro area. Ultimately, including but not limited to prioritization of investments in occupational training for participants will be put in place.

2. Sector's Economic Size and Scope:

Health Care - Throughout the Metro area there are 3,612 health care employers ranging in size (attachment I-a) that employ a total of 78,517 people. This represents 11% of the Tri-County's private sector employment and 12% of payroll. A few specific activities support the growth in this sector including a new Kaiser Permanente hospital being built in Washington County and Peace Health expansion in Clark County. With a projected 19.9% industry growth over 5 years, expansion will be felt across the geographic region.

Clackamas County Business and Economic Development completed a report on health care that indicates a ten year job forecast of 31% in Clackamas County alone. Over 710 companies in this sector provide employment to over 13,000 workers in Region 15. This also includes several of the county's largest employers, which support hundreds of small and medium size suppliers. (attachment I-d)

Manufacturing - 727 manufacturing companies employ over 27,500 individuals throughout the Tri-County area and include a wide range in the size of employers. (attachment I-c). Industrial Manufacturing represents 4% of the area's private sector employment and 5% of payroll. The primary suppliers of labor include training providers, WorkSource and staffing service agencies (Aerotek, Manpower, Express). In Clackamas County specifically, there is a high concentration of staffing services. Throughout the Metro area there are five community colleges who all offer occupational training in manufacturing and a variety of apprenticeship programs.

In Clackamas County Region 15 specifically, Metals Manufacturing is recognized as a key economic driver. ~~The Clackamas e~~County Business and Economic Development Department has completed a comprehensive report on the sector that indicates a projected job growth of 23% over the next 10 years. Over 220 companies provide employment to over 5,600 workers in Clackamas County. This sector includes several of the county's largest employers, which support hundreds of small and medium size suppliers. (attachment I-e)

3. Job Demand for the sector:

Health Care – Health care is evolving. With the changes come new and revised non-traditional health workers which are expected to include in-demand positions like Peer Health Navigators, Peer Wellness Specialists, Community Health Workers, and ongoing replacement positions for occupations including nursing (with an emphasis on specialty nurses). It is projected that the health care industry will have 25,042 positions open due to growth and an additional 16,885 positions open due to replacements between 2010 and 2020. Current demographics include the following:

Ages:	Males	Females
14-18:	222	400
19-21	559	1,573
22-24	886	3,196
25-34	4,230	15,319

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35-44	4,613	13,798
45-54	4,113	14,010
55-64	3,588	11,699
65-99	908	2,020
TOTAL	19,121	62,025

With the majority of workers in the age ranges between 25 and 54, the pending workforce shortage is not a problem yet. This may explain the fewer positions identified for replacing current workers and the overwhelming majority of openings in new positions. However, the future retirement boom will create much opportunity in this field.

Manufacturing - While manufacturing continues to become more automated and sophisticated, multi-skilled welders are expected to be an ongoing need for manufacturers in addition to machinists. New positions between 2010 and 2020 are projected to total 5,428 with virtually the same amount, 5,943, due to replacing current workers.

Ages:	Males	Females
14-18:	73	15
19-21	432	92
22-24	809	156
25-34	4,026	884
35-44	5,345	1,248
45-54	6,415	1,542
55-64	4,245	1,024
65-99	636	214
TOTAL	21,986	5,185

Clearly the majority of current manufacturing workers are over the age of 35. This will not have an immediate demand for replacing current workers, but there will be a steady departure of workers out of manufacturing over the next 20 years.

Looking at these two industries, the wide range of historically female and male-dominated industry-specific positions is shifting from traditional roles. The swap of more men entering the health care field and more women entering manufacturing is changing the culture and face of these industries, offering more opportunity for all. While these trends won't turn the demographic data on its head over the next 8 years, it is important to note.

4. Supply and Demand Alignment for the sector:

Health Care Concentration: The Tri-county's Health Care sector has a location quotient of 0.9%, indicating that this industry is slightly less concentrated here relative to the industry structure of the US. The health care sector is forecasted to add 25,000 jobs by 2020, an increase of 32.6%. Currently there are over 10,000 workers who have indicated they have health care experience who are either registered in the state system, are receiving unemployment insurance or who recently completed a health care training program.

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(attachment I-f). The information gained from the work of The Collaborative will inform thoughtful investments throughout the tri-county area.

The Oregon Career Pathways program provides job seekers with a more competitive edge in securing employment. There are five regional community colleges with a variety of short-term certificates available in the health care industry. Locally, through Clackamas Community College, the career cluster of Health Sciences is related to the promotion of health and treatment of diseases. These include Clinical Lab, Gerontology, and Medical Assisting. Although the number of Medical Assistants is saturated, the demand will come back around with changing legislation and demographic shifts.

Manufacturing Concentration: The Tri-County's Industrial Manufacturing sector has a location quotient of 1.1 (relative to the US), indicating that this industry has about the same proportion of employment in this sector as the nation. The manufacturing sector is forecasted to add 5,400 new jobs between 2010 and 2020 – a growth rate of 21.1%. This is in addition to almost 6,000 replacement jobs. The number of job seekers either currently enrolled in the state system, receiving Unemployment Insurance, or who recently completed a training program in Industrial Manufacturing total over 15,000 potential workers.

(attachment I-g) Although this number appears high, there is a mismatch between what employers are looking for in employees and the skills of the employee workforce. The definition of 'manufacturing' is broad and many individuals may identify themselves as having manufacturing experience or be interested in a manufacturing job but not actually have the skills to be employable in the sector.

The training providers in the area have been responsive to the increasing demands and anticipate being able to meet these demands by offering occupational training that leads to stackable certifications that will articulate to further certifications or degrees. Clackamas Community College offers several short-term certificate programs that translate into manufacturing positions. From welding to construction apprenticeship programs to electronics technologies, there are options that lead to entry-level positions in the manufacturing industry.

With the expected demand in these sectors, individuals with barriers to employment may find opportunities to secure employment with increased wages. In Clackamas County and regionally, there is an emphasis to serve barriered populations who are including but not limited to jobseekers:

- with background issues,
- who have a disability,
- who receive financial assistance,
- who speak English as a second language,
- are over age 55, and
- Veterans.

Recent grants have been awarded to the region targeting public housing recipients and ex-offenders.

5. Population to be served:

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Health Care: There are some job seekers who are not eligible for employment in the health care field, specifically many individuals who have a criminal background. Considering that limitation, the following populations will be targeted in this sector approach:

- *Youth* – Region 15 has a long history of supporting youth in career exploration through ‘road trips’: opportunities for youth throughout the region to visit and tour a variety of companies. The barriers for youth are vast, not the least of which is the unemployment rate (34.7% in 2010). This lack of work for today’s youth will affect them not just today, but into their future as well. Working with youth in Region 15 through the contract with C-TEC youth services provides them with soft skills training, support and assistance in achieving basic training and exposure which will help prepare them for jobs, perhaps in the health care field.
- *Public housing participants* – the Housing Works program recently funded by the Department of Labor throughout the Portland metro area will support work with this population. Housing residents have historically battled long term unemployment and underemployment and face other challenges with maintaining a job like dependable transportation and child care. Through the Housing Works program, training and support services will be offered to housing resident participants. This will support their employment success.
- *Long term unemployed and people with disabilities including mental illness* – Region 15 contracts with Community Solutions of Clackamas County to offer intensive services to this population at the WorkSource Clackamas Annex. Barriers to employment for the long term unemployed can include a shortage of skills currently needed in the work place. The WorkSource system is addressing some of this with the Reemployment Eligibility and Assessment (REA) and the Extended Unemployment Claimant (REA-EUC) programs, which attempts to re-engage the long term unemployed with services and products provided through WorkSource Clackamas and partners. WorkSource Oregon is an equal opportunity program. Services are available free of cost, upon request include auxiliary aids or services, alternate formats, such as Braille, large print, audio CD or tape, oral presentation, and electronic format to individuals with disabilities.
- *Participants who speak English as a second language* – the Workforce Investment Council contracts with the Immigrant and Refugee Community Organization (IRCO) to intensively serve this specific population. Barriers include limited training and credentialing in the participants’ native language, curriculum that is exclusively offered in English and includes culturally specific information, the inability to translate skills from the country of origin to the U.S. culture, and a general lack of sufficient resources to support necessary long term training for people speaking native languages other than English. The WorkSource system also provides language assistance to individuals with limited English proficiency and ESL instruction. VESOL enhances employability and self-reliance by providing communication skills to become more competitive, flexible, and adaptable in the job market. The program addresses needs assessment (of students, vocational facility, and labor market), intake, adapted vocational instruction, VESOL instruction, support services, job development and placement, program evaluation, and coordination of components. It can provide general VESOL for students with vocational skills who only need language skills to get a job, retain a job, or advance in a job or VESOL can provide Bilingual Vocational Instruction, counseling and support services, job development, and vocational placement. VESOL has been used with a variety of ESOL populations and increases access to vocational programs and support services, improves the quality of ESOL programs and services, and reduces dropout rates. Programs can

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be customized based on a specific industry, ranging from manufacturing to healthcare. For example, an employee working in food service or providing janitorial services for a health care facility, could begin working to become a CNA by learning both CNA skills and English.

- *Older workers* – These workers may need skill advancement while at the same time may run into stigmas with employers that could be exacerbated by earning history and expectation. A perceived skill mismatch with older workers can also impact work opportunities. Conversely, as in the case of displaced homemakers, a lack of in-demand skills may be a reality in order to perform jobs that are currently needed. In addition, as workers age they may run into degenerative physical barriers that limit their ability to work in some jobs. Region 15 staff and contractors take this all into account as older workers are served both through WorkSource Clackamas and the Annex.
- *Veterans* – Veterans have historically had access to a variety of enhanced services in Region 15. The Hire Oregon Veterans (HOV) program has provided intensive level services to veterans in addition to the services offered through WorkSource Clackamas. Although the HOV program is no longer funded, the institutional knowledge and practices learned carry on in the region in part due to one FTE now being funded by Clackamas County to serve this population. Clackamas Community College continues its work in identifying skills that veterans possess as a result of their time in the service and awarding *credit for prior learning* for that work. Ultimately this effort will help veterans continue their education and utilize what they learned in the military while working in civilian jobs. Today's veterans may return home to find the job they left has changed dramatically or does not exist anymore. Other veterans may not have had a job before entering the military. All of these barriers are magnified when considering veterans who have disabilities that range from Post Traumatic Stress Disorder (PTSD) and traumatic brain injuries to loss of limbs. Clearly these individuals experience additional barriers to finding work.

Manufacturing: The target population for the manufacturing sector is, frankly, wide open. With the variety of jobs available there are very few limitations. Region 15's targeted population includes:

- *Ex-offenders* - the Workforce Investment Council recently received grant from the Department of Labor (Strong Bond: Solutions to Work) focusing on this population, so there is already a commitment to serve these job seekers. Barriers for this population include their conviction because employers can be hesitant to hire someone with a criminal background. The Solutions to Work grant, in addition to other services offered through the WorkSource Clackamas Annex, will provide intensive level services for this population in helping them reach gainful employment.
- *Youth* – Region 15 has a long history of supporting youth in exploring the manufacturing sector through 'road trips': opportunities for youth throughout the region to visit and tour manufacturing companies. The barriers for youth are vast. Manufacturing is facing a potential work shortage because youth today are not as interested in exploring careers in manufacturers as their parents were. Additionally, the impact of the high unemployment rate among youth (34.7% in 2010) affects them not just today but into the future as well. Working with youth in Region 15 through the contract with C-TEC youth services provides them with soft skills training and

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support and assistance in achieving basic training to prepare for jobs, perhaps in the manufacturing field.

- *Public housing participants* – the Housing Works program recently funded through the Department of Labor throughout the Portland metro area will support work with this population. Housing residents have historically battled long term unemployment, underemployment and other challenges with maintaining a job like dependable transportation and child care. Through the Housing Works program, training and support services will be offered to housing resident participants. This will support their employment success.
- *Long term unemployed and people with disabilities including mental illness* – Region 15 contracts with Community Solutions of Clackamas County to specifically offer intensified services to this population at the WorkSource Clackamas Annex. Barriers to employment for the long term unemployed can include a lack of in-demand skills. The WorkSource system is addressing some of this with the Reemployment Eligibility and Assessment (REA) and the Extended Unemployment Claimant (REA-EUC) programs, which attempts to re-engage the long term unemployed with services and products provided through WorkSource Clackamas and partners. WorkSource Oregon is an equal opportunity program. Services are available free of cost, upon request include auxiliary aids or services, alternate formats, such as Braille, large print, audio CD or tape, oral presentation, and electronic format to individuals with disabilities.
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- *Older workers* – These workers may need skill advancement while at the same time may run into stigmas with employers that could be exacerbated by earning history and expectation. A perceived skill mismatch with older workers can also impact work opportunities. Conversely, as in the case of displaced homemakers, a lack of in-demand skills may be a reality in order to perform jobs that are currently needed. In addition, as workers age they may run into degenerative physical barriers that limit their ability to work. Region 15 staff and contractors take this all into account as older workers are served both through WorkSource Clackamas and the Annex.

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6. Potential for Impact of working with the sector:

Employer participation in Region 15 and the broader metro region is varied yet dedicated. The commitment begins at the Workforce Investment Board. There are nine manufacturing employers represented on the board and one health care provider represented (one more is in process for appointment) and three representatives of labor. In addition, partnerships with manufacturing and health care employers are found in On the Job Training agreements, the monthly employer spotlight, job matches in iMatchSkills, and work with the Business and Employment Services team.

In addition to these workforce partnerships, Workforce Investment Council staff also manage and direct the Clackamas County Business Alliance (CCBA). This relationship allows for direct access to a wide range of employers throughout Clackamas County. All major health care companies are members of the CCBA as are seven major manufacturers. The CCBA has identified workforce as one of its business priorities.

Other business-focused organizations in the region include the Oregon Employment Department's Employer Council and the Clackamas County Economic Development Commission. Each have representatives from health care and manufacturing and are active in the workforce dialogue. Manufacturing 21 is an active partner in the region as well.

Perhaps some of the most concrete opportunities for business partnerships can be documented through signed commitments for grant proposals, letters of support, participation in local planning, participation in industry listening panels and the Regional Collaboration Committee. Overwhelmingly employers are at the table and willing to offer wisdom and advice regarding workforce issues.

Career pathway programs throughout the Portland Metro region include:

- Clinical Lab (CCC)
- Gerontology (CCC and PCC)
- Medical Assisting (CCC)
- Machine Manufacturing Technology (PCC)
- Microelectronic Technology (PCC)
- Medical Customer Service (MHCC)

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- Nursing Assistant (MHCC)
- Machine Tool (MHCC)
- Welding (MHCC)
- Machining (Clark College)
- Medical Office (Clark College)
- Nursing (Clark College)
- Mechatronics (Clark College)

7. Implementation plan:

Two years ago the Workforce Investment Council implemented the Strategic Occupations list. This list is compiled using market research to identify projected in-demand occupations. The service providers in Region 15 are directed to limit their investments to training identified on the Strategic Occupations List. This list continues to evolve each year and become more targeted. This intentional investment helps support the supply for in-demand positions in our targeted sectors.

At the kick-off meeting for the strategic planning process the Workforce Investment Council Board of Directors had an outstanding turnout. Employers, public sector partners, labor and others were all present. The board is invested in seeing that these sector strategies are implemented completely, efficiently and responsibly. Employers are prepared to drive this process.

In addition to the investment locally in Region 15, the broader regional work that's being done through the Columbia-Willamette Workforce Collaborative (CWWC) in the greater Portland metro area assures the work involving these sectors will be completed. The CWWC includes manufacturing and health care employers, economic development professionals and labor representatives who are all invested in completing the work that's already begun around manufacturing and health care sectors. Ultimately, the staff from all three workforce boards are committed to continuing this work to assure area employers have the skilled workforce they need to be successful.

WorkSource Clackamas partners are strong partners at the leadership table in Region 15 and will be more engaged in the broader regional work in the near future. This partnership helps with information sharing around specific industry engagement, sharing industry intelligence and communicating with industry as a whole.

The largest training partner in Region 15 is Clackamas Community College (CCC). CCC has a strong track record responding to specific industry training needs. For instance, when a solar power manufacturer was considering a move to Clackamas County, CCC staff visited the home factory in California to learn about their product and techniques in manufacturing the product and created a curriculum specifically for that firm. The customized training department at CCC enjoys a strong reputation for being responsive and creative in meeting industry training needs. The relationships between WorkSource Clackamas, the Workforce Investment Board and Clackamas Community College are strong, collaborative and effective.

The Columbia-Willamette Workforce Collaborative has also highlighted industrial manufacturing and health care as industries of focus regionally. The goals of The Collaborative provide a regional approach to meeting industry demands by bridging regional

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governments, business, labor, educational institutions, and economic development. Areas of interest to the sector could include:

- Training current workers to improve productivity and reduce skill gaps;
- Training new workers for in-demand occupations;
- Improving retention and enhance the sectors workforce;
- Finding funding for future projects.

The Collaborative has developed a model for sector engagement broken down into five phases:

Phase 1: Investigate

During Phase 1, 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), workforce board staff may recommend to the Collaborative that an industry be pursued using the five-phase framework. Approval by the Collaborative will set Phase 2 in motion.

Phase 2: Inventory and Analyze

During Phase 2, staff conducts a comprehensive three-step review of workforce data, trends, and industry needs to pinpoint potential high-impact opportunities for 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.

Phase 3: 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 4: Act

In Phase 4, plans developed by employer-led panels in Phase 3 are put into effect. Staff provides Collaborative leadership and industry panel members with project updates on a regular basis during implementation, while continuing to work with industry to follow trends.

Phase 5: Evaluate – Assess our actions and results

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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.

[Having started with the Health Care industry, the Columbia Willamette Workforce Collaborative is entering Phase 3 of the model and will be convening industry groups in the next six months. Much is unknown about how the public workforce system will invest in Oregon's health care strategies as reform begins to take shape. The Manufacturing team is also entering Phase 3 and will be bringing the first industry panel together in early December, 2012.](#)

The CWWC works closely with Economic Development to provide qualified workers to the thriving industries in the Portland Metro region. According to the Clackamas County Economic Landscape report (attachment I-h) published by Clackamas County Business & Economic Development, there are ten growth industries, including health care and manufacturing. The Economic Landscape uses the following example to articulate the projected future of health care in the county (attachment I-d):

The future outlook for the health care cluster is very positive. Average compensation is well above the county-wide average for all jobs, and continues to trend upwards. Total GDP (valued added) and direct employment increased by 9% between 2006 and 2010. As Clackamas County and regional population increases and the amount of people over the age of 65 expands, the health care cluster should continue to experience above average growth and investment.

The Economic Landscape uses the following example to articulate the demand for manufacturing in the county (attachment I-e):

Advanced manufacturing-metals and machinery has strategic market opportunities. The global demand for metals is increasing. Oregon's exports of metals and machinery approached \$1.6 billion in 2010, up 38% from the preceding year. As surface roadways become more crowded, expect urban areas to reinvest in fixed route transit systems including commuter rail, light rail and street car trains. This bodes well for firms such as

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Oregon Iron Works – maker of the only streetcars produced in the U.S. – along with other companies and their supply chains. Liquid metal alloy ion coatings will find new applications in the use of solar panels and other green technologies. Metals recycling is a focus of Clackamas County companies. As demand grows for metals, opportunities for value-added manufacturing using recycled content will increase.

WorkSource Oregon is a key partner in the sector engagement strategies. Information from research and employer surveys will be shared with industry leaders within the Business and Employment Services team and other providers at WorkSource Clackamas. As new projects and investments refine focus, the WSO partners will be asked to distribute information, share opportunities with employers, and take part in the process.

Certified Work Ready Communities. This strategy will be implemented in three phases:

1. **Phase 1 – early adopters.** Due to limited resources three to four communities will be identified for this phase of implementation. Early adopters will assist with the piloting of a soft skills assessment. This phase will begin the first week of January 2013.
2. **Phase II** – will begin on July 1, 2013. It will include all of those who have self-identified to begin their implementation on this date.
3. **Phase III** - will begin on July 1, 2014. It will include all those who have self-identified to begin their implementation on this date.

In order to become a CWRC, communities must meet the following criteria:

1. % of NCRC holders in each of the categories defined by ACT. The table on page 7 provides targets by category for each county.
2. Employer letters of commitment by county. The table on page 7 provides targets for each county.
3. Soft Skills Assessment – certification requires a minimum of:
 - a. 25% of the Emerging workforce target number will receive a soft skills assessment
 - b. 25% of the Transitional workforce target number will receive a soft skills assessment
 - c. 25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment

Note: A soft skills assessment will be identified for use in Phase I above. If proven successful, it will be fully implemented starting in Phase II. If not, a replacement tool will be identified and implemented in Phase II.

4. Local Strategy – identify how you will use Work Ready Communities to support one of the other two strategies you are developing in this plan – sector strategies, system innovation.

Becoming a Work Ready Community (WRC) will help bolster economic development in the region. Sharing WorkSource tools such as the NCRC and the NCRC Plus with employers will help them meet increased hiring demands by quickly identifying qualified applicants. Being recognized as a WRC will also work as an economic driver.

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Clackamas County is anxious and ready to support expansion of any industry looking to relocate into the area, but especially for manufacturers. If Region 15 can demonstrate there is a work ready workforce standing by to meet the needs of employers, everyone wins.

Many CWRC will be certified at the county level. Recognizing that labor sheds often cross county lines and that some counties have organized themselves as regions, Local Areas may choose to develop plans for the certification of individual counties or whole several counties grouped into regions within the workforce area.

Local Areas will develop plans of up to two years for identified county(ies) to become certified as CWRC. Each CWRC must be recertified after two years to ensure they have not fallen below required criteria levels. The recertification process will be a shorter process than the original certification.

Local Areas should assume that they will be expected to produce NCRC numbers similar to those produced the previous year and that funding levels will remain the same for this "base line" production. Local Areas should assume that additional funding will be provided for the implementation of CWRC approved for Phase I, based on this year's approach to funding. Local Areas should assume additional resources for Phases II and III, but should not assume that the current formula for funding NCRC will be continued past June 30, 2013.

For each Certified Work Ready Community (CWRC) you intend to become certified in your Local Area, please answer the following information:

1. County/Countries to become CWRC: Clackamas County
2. Work Ready Community Lead:
Name: Bridget Dazey
Organization: Workforce Investment Council of Clackamas County
Title: Program Manager
Address: 365 Warner Milne Rd, Oregon City, OR 97304
Office Phone: 503.657.1727
Email: bridget.dazey@wicco.org
3. If you began planning/working on implementing work ready community(ies) prior to July 1, 2012, please describe your activities.

In July 2010 Region 15 began offering the National Career Readiness Certificate (NCRC) to job seekers in the workforce system. Since that time, over 1,400 certificates have been issued in the region. Service delivery contractors have staff who have been trained as proctors to meet the growing demand for the NCRC tests. All members of the Business and Employment Services Team have been promoting the NCRC to employers resulting in 4357 letters of commitment to prefer the NCRC. The employment Services team is comprised of A team of WorkSource Clackamas staff from Clackamas Community College, the Oregon Employment Department and the Workforce Investment Council. This team will continue to play a lead role in this effort and a campaign will be fully implemented by July 1, 2013 (Phase 2). _will discuss and implement targeted training and strategies to meet the Region 15 goal for becoming a certified Work Ready Community. The Skills Review assessments will be embedded in the Career Gateways workshop and facilitated lab time will be scheduled to assist participants with WIN tutorials. As a requirement for most training funded

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by WIA, the NCRC will need to be attained. As we engage the Health Care and Manufacturing industries, the NCRC and CWRC will be part of the discussion and a key tool to how the public workforce system can invest in the sectors. Many manufacturing employers in Clackamas County are small to medium sized. Becoming a Certified Work Ready Community will help attract additional businesses to the area. The NCRC could significantly affect hiring practices since smaller companies have limited funds to direct toward human resources.

4. Please use the table below to describe the team that will work together to implement the strategy to become a work ready community and the roles and responsibilities of each team member.

5.

Team member	Organization	Role
Kim Freeman	Oregon Employment Department (WorkSource Clackamas)	<ul style="list-style-type: none"> • Promote the NCRC • Engage and encourage job seekers at WorkSource Clackamas to take the NCRC • Support and connect job seekers in accessing the support offered through the skills assessment • Promote the NCRC to employers through the Business and Employment Services Team including asking for letters of commitment to prefer NCRC in hiring • Potentially staff proctoring at WorkSource
Maureen Thompson	Community Solutions for Clackamas County (WorkSource Annex)	<ul style="list-style-type: none"> • Promote the NCRC • Engage and encourage job seekers at WorkSource Clackamas Annex to take the NCRC • Support and connect job seekers in accessing the support offered through the skills assessment • Promote the NCRC to employers including asking for letters of commitment to prefer the NCRC in hiring • Offer proctoring for NCRC test takers
Ray Hoyt	Clackamas Community College	<ul style="list-style-type: none"> • Promote the NCRC • Engage and encourage

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		<p><i>job seekers at WorkSource Clackamas Annex to take the NCRC</i></p> <ul style="list-style-type: none"> • <i>Support and connect job seekers in accessing the support offered through the skills assessment</i> • <i>Promote the NCRC to employers including asking for letters of commitment to prefer the NCRC in hiring</i> • <i>Offer proctoring for NCRC test takers</i>
<i>Megan Helzerman</i>	<i>Clackamas County ESD C-TEC Program</i>	<ul style="list-style-type: none"> • <i>Promote the NCRC with the emerging workforce</i> • <i>Offer proctoring for youth taking the NCRC</i> • <i>Support and connect youth in accessing the support offered through the skills assessment</i> • <i>Promote the NCRC to employers including asking for letters of commitment to prefer the NCRC in hiring</i>
<i>Cindy Hagen</i>	<i>Clackamas County Business and Economic Development Department</i>	<ul style="list-style-type: none"> • <i>Promote with employers as an economic development tool</i> • <i>Requests Letters of Commitment from employers</i>
<i>Rob Campbell</i>	<i>Small Business Development Council</i>	<ul style="list-style-type: none"> • <i>Promote with employers as an economic development tool</i> • <i>Request Letters of Commitment from employers</i>
<i>Jerry Buzzard</i>	<i>DHS</i>	<ul style="list-style-type: none"> • <i>Promote and encourage job seekers to take the NCRC</i> • <i>Potentially offer proctoring for participants interested in taking the NCRC</i>

6. How will you achieve the criteria for NCRC attainment by category as indicated in the table on page 7. Describe the delivery system for NCRC attainment in the county(ies) that will become certified, how far you are from your goal, and your plan to ramp up to meet the

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criteria. Please describe how you will leverage the foundation of WorkSource Oregon to implement your CWRC.

Throughout the system, the NCRC is growing in recognition and support. Momentum for this tool continues to build. As discussions have continued around this planning process, partners are engaged and committed to aiding in attainment of the CWRC goal. Among job seekers awareness is building and is more familiar. Partners including Clackamas Community College, Community Solutions for Clackamas County and C-TEC have created a system to allow for expanded proctoring for transitional and emerging workers. Given the recent changes in the location of the Skills Review assessment, in Region 15 this is now embedded in the Career Gateways workshop to ensure more participants have the opportunity to take advantage of this offer. Facilitated lab time will be scheduled to assist participants with WIN tutorials. As a requirement for most training funded by WIA, participants will need to attain the NCRC

Among economic development organizations including the county's department and the Clackamas County Business Alliance, there has been enthusiasm and support for this effort. As this agenda is rolled out, discussion of the NCRC and CWRC will become a tool in the tool box of all entities who work with employers in the region. Training on the NCRC for staff who engage businesses will be offered by the Workforce Investment Council.

7. How will you leverage assessment and remediation/training opportunities in your community?

The working relationships among the workforce system participants in Clackamas County are very strong. Clackamas Community College offers adult basic education support and is open and creative in offering cohorts for WIA participants if there is demand. Recently received competitive grants provide additional support for participants in achieving basic skills that will assist with work readiness and an ability to learn additional skills necessary for job success. Continuing to promote the skills assessment in WorkSource Clackamas and the Annex will familiarize participants with the style of test, questions and expectations. Staff recognizes that success taking the skills assessment helps set up participants for success in taking the NCRC. Clackamas Community College also offers English as a Second Language assessment and services. This ensures the participant is placed in the correct class level. Assessment in basic computer skills is available through remedial workshops. Ultimately this work leads to more individuals who are able to take and pass the NCRC with improved skills.

Something that may need to be addressed is how individuals with disabilities access the NCRC and the limited accommodations available. An unintended consequence may be screening out individuals with disabilities for certain jobs where workplace accommodations would be available and appropriate.

8. How will you engage businesses to achieve your business engagement goals on the table on page 7.

The Workforce Investment Council and partners including Clackamas Community College, the Business and Economic Development Department of Clackamas County, the Clackamas County Business Alliance, the Employment Department Employer Council, the Business and Employment Services team and Chambers of Commerce from throughout the county are actively engaged and familiar with the public workforce system. Often representatives from these organizations are at the table while conversations regarding

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NCRC and CWRC occur. As the campaign for the Certified Work Ready Community (CWRC) is implemented, partners will be expected to share collateral on the National Career Readiness Certificate (NCRC) and CWRC when meeting with businesses. There is willingness and openness by partners to assist with these efforts and obtain letters of commitment by employers. Trainings on how to talk with employers about the NCRC and CWRC will take place in spring 2013 so that partner staff who interact with employers will have a common message about the benefits of NCRC and the goals of CWRC. Additional outreach is planned including presentations to a variety of organizations that will include testimonials by employers, written articles for inclusion in newsletters, and wide distribution of printed materials. A strong commitment by public partners to include information on the NCRC while talking with employers is critical, and present in Region 15. The success of this outreach will ultimately be measured through increased NCRC letters of commitment from employers.

9. How will you meet the criteria for implementing a soft skills assessment (note: the state will identify a soft skills assessment and provide training and assessment costs):

- 25% of the Emerging workforce target number will receive a soft skills assessment
- 25% of the Transitional workforce target number will receive a soft skills assessment
- 25% of the Letters of Commitment (LOC) are from businesses who prefer NCRC holders receive a soft skills assessment

The soft skills assessment will be included as an expectation of the NCRC. Jobseekers will be informed that it is an option, but it will clearly be communicated that it is in the jobseekers best interest to complete all four sections. Employers consistently ask for this type of assessment for jobseekers. The emerging workforce will be offered the test as part of the regular WIA program. The C-TEC Youth Services team will include the soft skills assessment as part of the regular program and the Summer Youth Academy. The recently awarded competitive grants to serve transitional workers with specific barriers to employment will include a component which will require the soft skills assessment be completed by participants.

10. Please identify how the implementation of a CWRC in your local area will support or integrate with one or both of the other strategies in this plan.

Becoming a Work Ready Community (WRC) will help bolster economic development in the region. Sharing WorkSource Clackamas (WSC) tools such as the NCRC and the NCRC Plus with employers will help them meet increased hiring demands by quickly identifying qualified applicants. Being recognized as a WRC will also work as an economic driver. Clackamas County is anxious and ready to support expansion of any industry looking to relocate into the area, but especially for manufacturers. If Region 15 can demonstrate there is a work ready workforce standing by to meet the needs of employers, everyone wins.

As WSC customers receive their NCRC, they will be connected, as appropriate, with employment and training pathways available in targeted sectors including Advanced Manufacturing and Health Care. Region 15 will continue to support occupations in demand and work to steer customers towards opportunities available across the Portland Metro region.

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System Innovation. While each of the strategies above requires system innovation, this strategy focuses on specific processes and services that Local Areas can identify to increase coordination and alignment. System innovation is defined as continuous improvement to increase alignment, integration, and effectiveness without significant additional resources.

Please answer the following questions to describe how local partners will work together to create more highly integrated services leading to system outcomes and increased joint accountability. Use the attached outcomes table to set targets and show how each partner will contribute to strategic plan outcome targets. Long term trend data has been provided on as many measures as possible to assist with this planning effort.

1. Greater program alignment and integration

a. The local “menu of options”. The table below lists system elements that are performed by most of the programs in the workforce system. For example, most workforce programs do some level of assessment with job seeking customers and those interested in improving their skills. Most programs in the system perform some sort of job placement or job development function, etc.

Please select one to three system elements from the “menu of options” below that the partners in your region will work on collectively to increase alignment and integration in order to meet your outcome targets and support your targeted sectors and work ready community strategies. For example, a region that targets the health care sector may determine they could achieve better placements and retention by focusing on client assessment to make sure those who participate in training have the skills and aptitudes needed to succeed. The region would then work across programs to administer assessments, share relevant assessment information and use this new approach to better match program completers to employers. Another region, focusing on clean technologies such as renewable energy, might determine that improved technology utilization could improve their case management and skill development capabilities. Partners would work together to determine how to best implement these technologies.

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Skill Development	•Examples: Online remediation, short-term courses, on-the-job training
Career Pathways and Career Technical/Professional Education	•Examples: Career pathways, dual enrollment, apprenticeship, enhanced STEM skills.
Work-Based/Experiential Learning	•Examples: job shadowing/mentoring, internships, sheltered work.
Entrepreneurship	•Examples: Small Business Development Centers, entrepreneurial training, business leadership education, mentorship
Case Management	•Examples: Seamless service delivery, information sharing
Technology Utilization	•Examples: data-driven decision making, client to product direct interface, self-instructional tools and curricula
Job Placement	•Examples: coordinated job development and placement.

The Workforce Investment Council of Clackamas County is focusing on the following three system elements to assure the workforce needs in the Manufacturing and Health Care sectors are being addressed.

- Strategy 1: Assessment - Identify current skill levels of job seekers and training participants through informal interviews, career advisement, occupation and skills explorers, and foundational skills review.
- Strategy 2: Career Readiness and Preparation- Connect participants to career readiness preparation and certificate programs such as apprenticeship programs, competitive grants and placement for specialized populations, NCRC, and Career Pathways programs.
- Strategy 3: Job Placement Via sector engagement, place participants with the skills and qualifications to meet the needs of employers in the identified sectors through job development, OJT, and certified work experiences.

b. System Inventory and opportunities for increased co-location. Innovation in service delivery also includes greater co-location of programs and services for a more comprehensive approach to serving the needs of WorkSource Oregon (WSO) customers.

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This includes greater physical co-location as well as new/enhanced use of technology to expand access and increase the efficiency of service delivery.

1. Please review and confirm the list of (WSO) Centers and program delivery sites. A WSO Center must be certified by the Local Workforce Investment Board (LWIB) as meeting the criteria set forth in the Oregon Workforce Investment Board (OWIB) policy. Please describe how all components of the fully integrated WSO flow are being implemented in any certified WSO Center and the most recent date of certification for each center (see the integrated flow below). Please describe how Oregon Employment Department (OED) and Title 1B funded staff are delivering the full integrated flow together at each certified one-stop center. For those centers that are not fully integrated, please describe your plan and timeline to integrate these.

The Welcome Team staff is trained to determine the needs of customers and referring them to where they will best be served. Skills Team members are co-located at WorkSource Clackamas. Welcome, Skills, Business & Employment Team members are afforded the opportunity to work together whenever it is needed to help business and individuals in a very collaborative and helpful way. The teams share information and work collaboratively with the ultimate goal being demonstration of integration as a seamless service delivery model. Complete integration allows the customer to believe a full team of people work for them.

Integrated staff at WSC have developed two specific integrated teams of Oregon Employment Department and Workforce Investment Act staff. The Clackamas Menu of Resources and Services team is led by the Workforce Investment Council Program Manager to develop and market workshops, use LEAN concepts to keep the customer flow manageable and to recommend and develop staff training and mutual agreements about issues such as: customer service, personal responsibility, professional development and team work. This team makes recommendations to the Leadership Team, who then assures implementation. This process makes it possible for WorkSource to make changes as needed and also allows for everyone on the integrated team to have a voice on how services are delivered. Another example is the Business and Employment Services Team. This group is lead by the Employment Department Supervisor and the Workforce Investment Act funded Operations Manager. This team is focused on business services and works together to offer recruitments to employers, on-the-job training and internship opportunities, and develops recruitment strategies that are currently being adopted by other Worksource Centers in Oregon. Although cross training has occurred between different teams, there are challenges with integration among the different teams due to staff and funding constraints. There is significant support during high volume times across partners helping with the Welcome Team duties, but more on an as-needed basis.

The certified one-stop, WorkSource Clackamas, 506 High St, Oregon City was last certified on March 1, 2005. Since October of 2008, WorkSource Clackamas has been fully integrated including co-location. (attachment I-i)

2. If your LWIB approves additional, auxiliary or satellite WSO sites, please identify these on the chart and provide your criteria for approving them.

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~~Although not an official One-Stop site,~~ WorkSource services are provided at the WorkSource Clackamas Annex, just blocks from WorkSource Clackamas, the certified one stop. Community Solutions for Clackamas County is the primary provider of services to JOBS clients and also offers targeted, specialized services for multiple, highly-barriered job seekers at The WorkSource Clackamas Annex. Like many JOBS providers throughout the state, space limitations require services to JOBS participants be offered at a site separate from WorkSource Clackamas. In an effort to expand and built upon the integrated model, multiple funding sources have come together to support the WorkSource Clackamas Annex. Investors include the Department of Human Services JOBS training program, Community Corrections, Veterans services, and competitive grants funded through the Workforce Investment Council. Referrals back and forth between the Annex and WorkSource Clackamas occur regularly and because of the proximity, participants are able to walk back and forth if necessary to access services at each site.

~~This impetus for the Annex was the anticipation of severe budget cuts in collaborative service site was established in July 2011 as a result of budget cuts and a need to reduce duplication of services among organizations offering job support, employment readiness, skills training and job referrals to individuals with significant challenges to employment. Region 15 was invested in exploring ways to find efficiencies and reduce duplication while maintaining the integrity and value of employment services for the individuals served by the partner organizations. A sense of urgency to create this site existed due to shrinking state and federal budgets and anticipated funding cuts for many of the represented organizations at the table, particularly the Department of Human Services JOBS program. Jobseekers with criminal backgrounds, drug and alcohol addictions, mental health issues, poverty and long term unemployment were benefitting from the one-on-one intensive employment coaching and job readiness activities the various organizations offered. However, with budget cuts many of these county residents would not have access to the very services that would help them to become gainfully employed.~~

~~What transpired was a commitment from the Workforce Investment Council and the other partners around the table to pool human and financial resources and integrate staff and job seeker services for their respective clients in a location that had previously been the site for a TANF employment program and a WIA service provider. The result is a site with nine-eight funding streams, 12-5-18 staff FTE, a prime location next to the public transportation transit mall, seven on-going job readiness workshops and over 600 job seeker visits a month.~~

~~Represented funding includes Workforce Investment Act, Wagner-Peyser, Temporary Assistance to Needy Families, Community Corrections, Senior Community Service Employment, County general funds, Department of Labor competitive grants, and several other federal grant funded programs. Staff from each represented agency work with all job seekers in the center resulting in more clients from each funding stream receiving quality services with reduced funding while at the same time eliminating service duplication.~~

~~Currently there is no interest by the One Stop Operator collaborative group to pursue certification of the WorkSource Clackamas Annex. The Annex is considered an extension of the WorkSource Clackamas site. The Annex is not a universal access point, but a site where a participant with specific barriers to employment can be served~~

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~~after a referral is made.~~ Conversations with the provider (Community Solutions of Clackamas County), the Board of Directors and the full One Stop Operator group occur regularly and if there ever is an interest in certifying the Annex and staffing it like a stand alone, integrated WorkSource site, the Workforce Investment Council would work toward that goal.

3. Please identify any opportunities in your community for potentially increasing co-location (leases expiring, staff needing new locations, etc.)

N/A

4. Please identify your region's recommendations for integrating additional partners into the WSO customer flow.

As a result of receiving two competitive Department of Labor grants, the Housing Authority of Clackamas County and Clackamas County Community Corrections were added as partners of WorkSource Clackamas. Since July 2010, Immigrant and Refugee Community Organization and Express Personnel have been partners of the One-Stop. The One-Stop Operator is a consortium of the partners vested in making WorkSource Clackamas a universal access point. This team is committed to bringing organizations and agencies to the table who share in serving Clackamas County job seekers, employers, and workforce.

5. Please identify your timeline for center certification based on the OWIB policy during the lifetime of this plan.

The Workforce Investment Council Center Certification policy (attachment I-j) is aligned with the OWIB policy. In Region 15, however, certification has been delayed for a variety of reasons, not the least of which was an effort by the Oregon Workforce Partnership (OWP) to ~~has been a statewide effort to~~ develop a common policy for center certification. Because ~~of~~ this effort has stalled, ~~so~~ Region 15 is in the process of updating the current policy (that dates back to 2002) and will complete center certification by June 2013. After that, certification will be completed every two years.

6. Please describe how WSO centers and other program sites will support sector strategies and work ready communities.

All partners can benefit from sector engagement by gaining a better understanding of employer and industry needs and challenges. By serving employers as a One-Stop, employers will gain a more centralized point-of-contact, which has been an on-going request. A WorkSource Clackamas (WSC) team of staff will help identify ways to promote CWRC amongst in employers in targeted sectors.

The partners that make up the One-Stop Operator believe in building on the resources and services available through WorkSource Clackamas. They have committed to assisting in spreading the word about the NCRC and NCRC Plus to their participants and the employers they work with.

- 2. Governance: Compacts.** Once your local plan is approved, a compact will be formed that will identify all of the parties engaged in the delivery of your plan, their roles, responsibilities and outcome targets. The purpose of the compact is to achieve greater alignment of

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resources and activities within the service delivery system toward the Governor's vision. Your approved implementation plan will be the work plan for the delivery of the compact. All compact partners will be asked to sign the agreement.

Please describe how partners were engaged in the development of this plan. ~~How you will monitor the implementation of your plan? Who will participate and how?~~

At the Workforce Investment Council board meeting in April, multiple partners were present in addition to many private sector board members. Each key agency was represented. Participants included eleven representatives from the private sector, Clackamas Community College, the Oregon Department of Human Resources, the Oregon Employment Department, two representatives from labor, local school district representation, and Clackamas County. The two hour board meeting was dedicated to giving the attendees an overview of the strategic plan process and receiving feedback. By the end of the meeting, there was consensus on the workforce strategies the region would focus on and an overarching framework for the strategic planning process and expected outcomes. Very positive feedback was received from attendees.

Once the Board of Directors provided direction, staff has been meeting regularly with partners and board members individually, in *bi-weekly* Leadership Team meetings, during Business Services and Executive committee meetings, and One-Stop Operator Partner meetings. *Discussions about the plan took place between April – November multiple times:*

- Six Board of Director and Executive Committee meetings. Representatives included private industry, Clackamas Community College, Oregon Department of Human Services, Community Solutions for Clackamas County, Oregon Employment Department, Clackamas County Business and Economic Development, labor and local K-12 representatives.*
- Eight leadership team meetings. Leadership team meetings include representatives from Oregon Employment Department, Clackamas Community College, Community Solutions for Clackamas County, and the Workforce Investment Council.*
- Four Partner/One Stop Operator meetings. Members of this team who were present include Oregon Vocational Rehabilitation, Easter Seals, Community Solutions for Clackamas County, Oregon Department of Human Services, Clackamas Community College, Immigrant and Refugee Community Organization, Clackamas ESD, and Express Employment Professionals.*
- Two Workforce Investment Council Business Services committee meetings – members of this committee include private sector representatives, Clackamas Community College, Clackamas County, Oregon Employment Department, and Clackamas Business and Economic Development.*
- One-on-one meetings with representatives from Clackamas County Business and Economic Development, Clackamas Community College, Oregon Employment Department, Community Solutions for Clackamas County, Express Employment Professionals.*

Additional ~~F~~feedback ~~has~~ ~~been~~ received ~~verbally~~ ~~both~~ ~~formally~~ ~~and~~ ~~informally~~ ~~and~~ while in meetings, and via email.

Finally, prior to publicly noticing the plan, the draft was shared electronically with multiple partners for review and input.

How you will monitor the implementation of your plan?

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At least quarterly the Leadership Team and the One Stop Operator Partner group will review the goals and outcomes identified and outlined in the plan and the progress made toward reaching the goals. Once approved, the Workforce Investment Council will prepare an annual reports in June to the board on the progress made toward achieving the goals identified in this plan. These reports will include input from the partners, providers and staff. The CWRC WorkSource Clackamas team will meet regularly to discuss progress, goals, and identify new strategies.

Who will participate and how?

The local team is comprised of representatives from the Workforce Investment Council, Oregon Employment Department, Clackamas Community College, Community Solutions for Clackamas County, Clackamas County Business and Economic Development. The existing leadership team will be expanded to include economic development partners at meetings once a month to discuss the plan and its implementation. In addition to the leadership team, the Partner/One Stop Operator group will play a role in reviewing progress and discussing how to engage and reduce barriers for multiple populations in obtaining the NCRC. Representatives on this team include the Workforce Investment Council, Oregon Employment Department, Clackamas Community College, Oregon Vocational Rehabilitation Services, Job Corps, Oregon Department of Human Services, Easter Seals Oregon, Immigrant and Refugee Community Organization, Express Employment Professionals, the Housing Authority of Clackamas County, and Clackamas County Community Corrections. All partners who work with employers will receive training and support in obtaining Letters of Commitment to prefer the NCRC in hiring.

Barriers and Challenges. Please describe the specific barriers/challenges that get in the way of implementation of your plan. Please be as detailed and specific as possible. For each challenge/barrier, please indicate the root cause of the problem: state or federal laws, policies or regulations, local policies, state or local practices.

<i>Barrier</i>	<i>Root Cause</i>
<i>Lack of physical space</i>	<i>Small Employment Department owned building</i>
<i>Agency and funding silos (prevent flexibility and innovation)</i>	<i>Competing mandates</i>
<i>Inconsistent benchmarks and outcome goals among partners</i>	<i>Assigned goals differ from program to program</i>
<i>Capacity</i>	<i>Declining resources and unfunded mandates</i>
<i>Work experience mismatch, or skill gaps and lack of experience</i>	<i>Business' willingness and ability to hire inexperienced candidates, and industry needs changing</i>
<i>Economy</i>	<i>Limited jobs and changing demands</i>
<u><i>Geography</i></u>	<u><i>Serving people living in rural Clackamas County</i></u>

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Logic Model. Please provide a logic model for your plan that shows all of the inputs and outcomes that will lead to your outcomes and goals.

- Strategy 1: Assessment - Identify current skill levels of job seekers and training participants through informal interviews, career advisement, occupation and skills explorers, and foundational skills review.
- Strategy 2: Career Readiness and Preparation- Connect participants to career readiness preparation and certificate programs such as apprenticeship programs, NCRC, and Career Pathways programs.
- Strategy 3: Job Placement Via sector engagement, place participants with the skills and qualifications to meet the needs of employers in the identified sectors through job development, OJT, and certified work experiences.

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Sector Strategies	Agency/Program	Resources	Activities	Outcomes
<u>Manufacturing and Health Care</u>	<u>Workforce Investment Council</u>	<ul style="list-style-type: none"> • <u>Key program staff</u> • <u>Technical assistance support</u> • <u>Industry Engagement Model</u> • <u>Columbia Willamette Workforce Collaborative</u> • <u>Workforce Investment Act funds</u> • <u>Competitive grant funds</u> 	<u>Engage employers through the Collaborative model.</u>	<ul style="list-style-type: none"> • <u>Employers are engaged and workforce needs are addressed and improved.</u> • <u>The investments of the Workforce Investment Council are targeted to high demand positions and the needs of industry.</u> • <u>There is a shared approach to working with the Portland metropolitan labor shed across jurisdictional workforce board boundaries.</u> • <u>More skilled participants are hired into in-demand positions.</u> • <u>Partners will be better informed about industry employment needs.</u>
	<u>Oregon Employment Department</u>	<ul style="list-style-type: none"> • <u>Access to employers</u> • <u>Business Team</u> • <u>Financial resources</u> 	• <u>Engage and share information with employers.</u>	Same as above
	<u>Community Solutions for</u>	<ul style="list-style-type: none"> • <u>Access to employers through Job Developers</u> 	• <u>Engage and share information with</u>	Same as above

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	<u>Clackamas County</u>	<ul style="list-style-type: none"> • <u>Multiple funding streams</u> • <u>-DHS/JOBS Contract</u> • <u>-Corrections Funding</u> • <u>-Clackamas County funding</u> • <u>-WIA funds</u> 	<u>employers.</u>	
	<u>Clackamas Community College</u>	<ul style="list-style-type: none"> • <u>Customized Training Department</u> • <u>Access to employers through multiple avenues including the curriculum advisory committees</u> 	<ul style="list-style-type: none"> • <u>Engage and share information with employers.</u> 	<u>Same as above</u>
	<u>Clackamas ESD</u>	<ul style="list-style-type: none"> • <u>Access to employers</u> • <u>Summer Youth Academy program that connects youth with area employers</u> 	<ul style="list-style-type: none"> • <u>Engage and share information with employers.</u> 	<u>Same as above</u>
	<u>Express Employment Professionals</u>	<ul style="list-style-type: none"> • <u>Strong relationship with more employers</u> 	<ul style="list-style-type: none"> • <u>Engage and share information with employers.</u> 	<u>Same as above</u>
	<u>Clackamas County Business and Economic Development</u>	<ul style="list-style-type: none"> • <u>Initial contact for potential new employers to the area</u> • <u>Relationships with existing employers</u> 	<ul style="list-style-type: none"> • <u>Engage and share information with employers.</u> 	<u>Same as above</u>
Certified Work Ready Communities	Agency/Program	Resources	Activities	Outcomes
	<u>Workforce Investment Council</u>	<ul style="list-style-type: none"> • <u>WIA funding</u> • <u>Relationships and partnerships with a variety of employment and economic development focused boards and commissions</u> • <u>Consortium and partner committee involvement</u> • <u>Workforce Investment Council</u> 	<ul style="list-style-type: none"> • <u>Train staff to proctor and conduct employer outreach</u> • <u>Require a signed letter of commitment to prefer the NCRC in hiring by employers who participate in OJT, CWE</u> 	<p><u>Region 15 becomes a Certified Work Ready Community by June 30, 2015 by accomplishing the following goals:</u></p> <p><u>Current Worker NCRC</u></p>

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Section 1: Local Strategic Plan

			<p><u>Board of Directors</u></p>	<p><u>and internships for Adult, Dislocated Worker, and Youth programs</u></p> <ul style="list-style-type: none"> • <u>Build partnerships to assist with referrals, testing, and outreach</u> • <u>Educate employers and targeted job seekers on the value of NCRC Plus</u> 	<p><u>goal: 67</u></p> <p><u>Emerging workforce NCRC goal: 708</u></p> <p><u>Transitioning worker NCRC goal: 2,155</u></p> <p><u>Letters of Commitment obtained from employers: 302</u></p>	<p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>
		<p><u>Oregon Employment Department</u></p>	<ul style="list-style-type: none"> • <u>Testing space</u> • <u>Business Team outreach for letters of commitment</u> • <u>Welcome team promotion of NCRC</u> 	<ul style="list-style-type: none"> • <u>Staff referrals to testing and training programs</u> • <u>Counsel job seekers on marketing their NCRC</u> • <u>Promote NCRC among employers</u> • <u>Implement soft skills assessment as part of the NCRC Plus</u> 	<p><u>Same as above</u></p>	<p>Formatted: Left, Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>
		<p><u>Community Solutions for Clackamas County</u></p>	<ul style="list-style-type: none"> • <u>Job Developers outreach for obtaining letters of commitment from employers</u> • <u>Staff referrals to testing and training programs</u> • <u>Testing space</u> • <u>Trained proctors</u> 	<ul style="list-style-type: none"> • <u>Staff referrals to testing and training programs</u> • <u>Counsel job seekers on marketing their NCRC</u> • <u>Promote NCRC among employers</u> • <u>Implement soft skills assessment as part of the NCRC Plus</u> • <u>Provide proctoring for NCRC test takers</u> 	<p><u>Same as above</u></p>	<p>Formatted: Left</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>
		<p><u>Education partners: Clackamas</u></p>	<ul style="list-style-type: none"> • <u>Trained staff</u> • <u>Employment team outreach for</u> 	<ul style="list-style-type: none"> • <u>Staff referrals to testing and training programs</u> 	<p><u>Same as above</u></p>	<p>Formatted: Left</p>

Section 1: Local Strategic Plan

		<u>Community College and Clackamas ESD</u>	<ul style="list-style-type: none"> <u>letters of commitment</u> <u>Testing space</u> <u>Trained proctors</u> <u>Access to the emerging and transitioning workforce</u> 	<ul style="list-style-type: none"> <u>Counsel job seekers on marketing their NCRC</u> <u>Promote NCRC among employers</u> <u>Implement soft skills assessment as part of the NCRC Plus</u> <u>Provide proctoring for NCRC test takers are necessary</u> 		<p>Formatted: Left, Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>
		<u>Additional Partners: DHS, Easter Seals, Express Employment Professionals</u>	<ul style="list-style-type: none"> <u>Trained staff</u> <u>Testing space</u> <u>Emerging and Transitioning Workforce</u> 	<ul style="list-style-type: none"> <u>Staff referrals to testing and training programs</u> <u>Counsel job seekers on marketing their NCRC</u> <u>Promote NCRC among employers</u> <u>Implement soft skills assessment as part of the NCRC Plus</u> <u>Provide proctoring for NCRC test takers</u> <u>Outreach sessions to outlying communities in rural areas</u> 	<u>Same as above</u>	<p>Formatted: Left</p> <p>Formatted: Left, Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>
		<u>Clackamas County Business and Economic Development</u>	<ul style="list-style-type: none"> <u>Access to employers</u> 	<ul style="list-style-type: none"> <u>Inform and educate employers on the benefits of preferring the NCRC in hiring</u> 	<u>Same as above</u>	<p>Formatted: Left</p> <p>Formatted: Indent: Left: -0.02", Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"</p> <p>Formatted: Indent: Left: 0.02", Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"</p>
		<u>Business Partners: CCBA, Express Personnel, Manufacturing</u>	<ul style="list-style-type: none"> <u>Access to employers and industry knowledge</u> <u>Help obtain letters of commitment from employers</u> 	<ul style="list-style-type: none"> <u>Promote the NCRC as a tool used in hiring</u> 	<u>Same as above</u>	<p>Formatted: Left</p> <p>Formatted: Bulleted + Level: 1 + Aligned at: 0" + Indent at: 0.25"</p>

Section 1: Local Strategic Plan

		21, Chambers of Commerce, etc.	preferring the NCRC		
System Innovation					
Strategy	Agency/Program	Resources	Activities	Outcomes	
Strategy 1	Workforce Investment Council	<ul style="list-style-type: none"> • Key program staff • Technical assistance support • Workforce Investment Act funds • Competitive grant funds • Oregon CIS program 	<ul style="list-style-type: none"> • Train staff • Build partnerships with community organizations and private sector partners to assist with skill identification 	<ul style="list-style-type: none"> • By increased skill identification, better referrals to trainings and employers can occur • Job seekers gain more information about their skill level and resources to build additional skills 	
Strategy 1	Oregon Employment Department	<ul style="list-style-type: none"> • Welcome Team staff – trained • Wagner-Peyser funding • Initial Skills Review/ WIN Courseware • Oregon CIS program 	<ul style="list-style-type: none"> • Provide next steps planning with each participant • Refer to WIN courseware • Refer to partner staff for skill identification 	Same as above	
Strategy 1	Community Solutions	<ul style="list-style-type: none"> • Initial Skills Review/ WIN Courseware • Oregon CIS program • Trained job developers/coaches • Multiple funding streams and programs 	<ul style="list-style-type: none"> • Provide next steps planning with each participant • Refer to WIN courseware • Refer to partner staff for skill identification 	Same as above	
Strategy 1	Clackamas Community College	<ul style="list-style-type: none"> • Adult Basic Education training • Career Counseling center 	<ul style="list-style-type: none"> • Refer to WIN courseware • Individual interviews to 	Same as above	

Section 1: Local Strategic Plan

			<ul style="list-style-type: none"> • Workforce Department 	<ul style="list-style-type: none"> • identify skills • Career counseling 	
<i>Strategy 1</i>	DHS		<ul style="list-style-type: none"> • Employability Assessment • Participant screening 	<ul style="list-style-type: none"> • Provide next steps planning with each participant • Refer to WIN courseware • Refer to partner staff for skill identification 	Same as above
<i>Strategy 1</i>	Clackamas ESD		<ul style="list-style-type: none"> • C-TEC program staff and resources 	<ul style="list-style-type: none"> • Refer to WIN courseware • CASAS basic skills test • Case management to build an Individual Service Plan which includes interviews to identify skills and career counseling 	Same as above
<i>Strategy 2</i>	Workforce Investment Council		<ul style="list-style-type: none"> • WIA funding • Relationships and partnerships with a variety of employment and economic development focused boards and commissions • Consortium and partner committee involvement • Workforce Investment Council Board of Directors 	<ul style="list-style-type: none"> • Train staff to proctor and conduct employer outreach • Require a signed letter of commitment to prefer the NCRC in hiring by employers who participate in OJT, CWE and internships for Adult, Dislocated Worker, and Youth programs • Build partnerships to assist with referrals, testing, and outreach • Educate employers and targeted job seekers on 	<ul style="list-style-type: none"> • Improve employment matches between job seekers and businesses • Businesses have a stronger applicant pool • Job seekers will have more opportunities as they are able to articulate their skills • Increased retention • Increase the marketability of the

Section 1: Local Strategic Plan

			the value of NCRC Plus	region for economic development efforts <ul style="list-style-type: none"> Region 15 will become a work ready community
<i>Strategy 2</i>	Oregon Employment Department	<ul style="list-style-type: none"> Testing space Business Team outreach for letters of commitment Welcome team promotion of NCRC 	<ul style="list-style-type: none"> Staff referrals to testing and training programs Counsel job seekers on marketing their NCRC Promote NCRC among employers Implement soft skills assessment as part of the NCRC Plus 	Same as above
<i>Strategy 2</i>	Community Solutions	<ul style="list-style-type: none"> Job Developers outreach for obtaining letters of commitment from employers Staff referrals to testing and training programs Testing space Trained proctors 	<ul style="list-style-type: none"> Staff referrals to testing and training programs Counsel job seekers on marketing their NCRC Promote NCRC among employers Implement soft skills assessment as part of the NCRC Plus Provide proctoring for 	Same as above

Section 1: Local Strategic Plan

			NCRC test takers	
Strategy 2	Education partners: Clackamas Community College and Clackamas ESD	<ul style="list-style-type: none"> • Trained staff • Employment team outreach for letters of commitment • Testing space • Trained proctors • Emerging and Transitioning Workforce 	<ul style="list-style-type: none"> • Staff referrals to testing and training programs • Counsel job seekers on marketing their NCRC • Promote NCRC among employers • Implement soft skills assessment as part of the NCRC Plus • Provide proctoring for NCRC test takers are necessary 	Same as above
Strategy 2	Additional Partners: DHS, Easter Seals, Express Employment Professionals	<ul style="list-style-type: none"> • Trained staff • Testing space • Emerging and Transitioning Workforce 	<ul style="list-style-type: none"> • Staff referrals to testing and training programs • Counsel job seekers on marketing their NCRC • Promote NCRC among employers • Implement soft skills assessment as part of the NCRC Plus • Provide proctoring for NCRC test takers • Outreach sessions to outlying communities in rural areas 	Same as above

Section 1: Local Strategic Plan

Strategy 2	Economic Development	<ul style="list-style-type: none"> • Employer outreach for obtaining letters of commitment for the NCRC 	<ul style="list-style-type: none"> • Talk to employers about preferring the NCRC in hiring practices 	Same as above
Strategy 2	Business Partners: CCBA, Express Personnel, Manufacturing 21, Chambers of Commerce, etc.	<ul style="list-style-type: none"> • Access to employers and industry knowledge • Help obtain letters of commitment from employers preferring the NCRC 	<ul style="list-style-type: none"> • Promote the NCRC as a tool used in hiring 	Same as above
Strategy 3	Workforce Investment Council	<ul style="list-style-type: none"> • WIA formula and competitive funding • Knowledgeable staff • Strong employer partnerships 	<ul style="list-style-type: none"> • Train staff • Publish the Strategic Occupations List • Provide information from the Columbia Willamette Workforce Collaborative on key industries • Engage industry groups to promote services • Resource development 	<ul style="list-style-type: none"> • Increase job placements • Wage gain • Job retention • Job advancement • Employer growth and satisfaction • Stable funding • Decreased unemployment rate
Strategy 3	Oregon Employment Department	<ul style="list-style-type: none"> • Access to employers • Participant pools 	<ul style="list-style-type: none"> • Business and Employment Team promotes job placement services to employers • iMatch Skills • Targeted outreach to iMS job postings that are open for extended periods of time • Recruitment events 	Same as above

Section 1: Local Strategic Plan

				<ul style="list-style-type: none"> Promote job seeker tools 	
<i>Strategy 3</i>	Community Solutions	<ul style="list-style-type: none"> Access to employers through Job Developers Participant pools 	<ul style="list-style-type: none"> Promote job seeker tools Inform employers about WorkSource products Secure job placements 	Same as above	
<i>Strategy 3</i>	Clackamas Community College	<ul style="list-style-type: none"> Access to employers Participant pools 	<ul style="list-style-type: none"> Promote job seeker tools Inform employers about WorkSource products Secure job placements 	Same as above	
<i>Strategy 3</i>	DHS	<ul style="list-style-type: none"> Participant pools Funding OFSET and TANF 	<ul style="list-style-type: none"> Promote job seeker tools 	Same as above	
<i>Strategy 3</i>	Economic Development	<ul style="list-style-type: none"> Access to employers 	<ul style="list-style-type: none"> Inform the system of industry openings and growth 	Same as above	
<i>Strategy 3</i>	Apprenticeship Programs: Oregon Tradeswomen	<ul style="list-style-type: none"> Access to employers Funding for scholarships 	<ul style="list-style-type: none"> Secure job placements Train job seekers 	Same as above	

Section 1: Local Strategic Plan

Workforce Investment Council
Compliance
Section 2

January 1, 2013 – June 30, 2014

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Section 2: Compliance

A. TRANSPARENCY

1. *Please include documentation that opportunity for public comment on, and input into the development of the local workforce investment plan, was provided prior to its submission to the state.*

(Attachment 1)

2. *Please include documentation that copies of the proposed local plan were made available to the public (through such means as public hearings and local new media).*

(Attachment 1)

3. *Please provide documentation that the LWIB provided at least a 30-day period for comment by the local board and members of the public, including representatives of business and labor organizations, prior to its submission to the Governor.*

(Attachment 1)

4. *Please show that information about the plan was made available to the public on a regular basis through open meetings.*

(Attachments 2, 3, 4, 5)

5. *If applicable, please submit any comments received that express disagreement with the plan to the Governor along with the plan.*

No comments received.

B. GOVERNANCE

1. *Local Board Description*

- a) *Describe your local Workforce Investment Board: composition; membership and organizations they represent; structure, including any sub-committees; legal status; how staffed; etc. Who are the Chief Local Elected Officials and how do they interact with governance of the Board?*

The Workforce Investment Council has a 35-member Board. The members represent private industry, labor, educational institutions, local government, manufacturing and service agencies creating an effective partnership between businesses and workforce service agencies.

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Membership Category List business or agency name	Names Member's Name	Term Expiration Date
Representatives of business in the local area (majority)		
Garron Grounds, Inc.	Ken Bartus	6/30/15
Benchmade Knives	Ron Britt	6/30/15
PNDC	Lisa Brookshier	6/30/15
Package Containers	Bob Degnan	6/30/13
Canby Chamber of Commerce	Bev Doolittle	6/30/13
J. Frank Schmidt and Son	Gary Furr	3/30/15
Blount	Julie Hugo	12/30/13
Consultant	Howard Klink	6/30/15
Consultant	Pam Meredith	6/30/15
Miles Fiberglass & Composites	Lowell Miles	6/30/13
Marks Metal Technology	Dan Parker	6/30/15
Kaiser Permanente Hospital	Gary Peterson	12/30/13
IITR Truck School	David Riggins	6/30/13
Jerry Smith & Associates	Jerry Smith	6/30/15
Pioneer Pump, Inc.	Paul Schlumpberger	06/30/14
Portland General Electric	Theresa Taaffe	6/30/15
Bob's Red Mill	Dennis Vaughn	6/30/15
Plumbing & Mechanical Contractors Association	Frank Wall	6/30/15
The Cedars Companies	Michael Wells	6/30/15

Section 2: Compliance

Membership Category List business or agency name	Names Member's Name	Term Expiration Date
Representatives (two or more) of local educational entities		
Clackamas Community College	Joanne Truesdell	6/30/13
Clackamas Education Service District	Milt Dennison	6/30/13
Clackamas Education Service District	Megan Helzerman	6/30/15
Oregon City School District	Larry Didway	6/30/14
Representatives (two or more) of labor organizations		
Labor Community Service Agency (LCSA)	Vicki Burns	6/30/13
Teamsters Local #305	Steve Pickle	6/30/13
UA Local 290	Jed Scheuermann	6/30/15
Representatives (two or more) of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present)		
Labor Community Service Agency (LCSA)	Vicki Burns	6/30/13
Community Solutions for Clackamas County	Maureen Thompson	6/30/13
Representatives (two or more) of economic development agencies, including private sector economic development entities		
Canby Chamber of Commerce	Bev Doolittle	6/30/13
Clackamas County Business & Economic Development	Cindy Hagen	6/30/13
The Cedars Companies	Mike Wells	6/30/15
Representatives of each of the One-Stop partners who represent agencies and/or organizations who		

Section 2: Compliance

Membership Category List business or agency name	Names Member's Name	Term Expiration Date
carry out the following:		
Programs authorized under Title I of WIA		
Clackamas Community College	Joanne Truesdell	6/30/13
Timber Lake Job Corps	Warren Cunningham	6/30/15
Clackamas ESD	Megan Helzerman	6/30/15
Community Solutions	Maureen Thompson	6/30/13
Programs authorized under the Wagner-Peyser Act (Employment Services)		
Oregon Employment Department	Kim Freeman	6/30/15
Adult education and literacy activities authorized under Title II of the Act		
Clackamas Community College	Joanne Truesdell	6/30/13
Vocational rehabilitation programs authorized under title I of the Rehabilitation Act of 1973		
Oregon Department of Human Services	Jerry Buzzard	6/30/13
Welfare To Work programs authorized under section 403(a)(5) of the Social Security Act		
Oregon Department of Human Services	Jerry Buzzard	6/30/13
Senior Community Employment Program activities authorized under Title V of the Older American's Act		
Community Solutions for Clackamas County	Maureen Thompson	6/30/13
Health, Housing and Human Services - Clackamas County Social Services	Brenda Durbin	6/30/15

Section 2: Compliance

Membership Category List business or agency name	Names Member's Name	Term Expiration Date
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act		
Clackamas ESD	Megan Helzerman	6/30/15
Clackamas Community College	Joanne Truesdell	6/30/13
Trade Adjustment Assistance activities authorized under Chapter 2 of Title II of the Trade Act of 1974		
Oregon Employment Department	Kim Freeman	6/30/15
Activities authorized under Chapter 41 of Title 38, U.S. Code (DVOP/LVER)		
Oregon Employment Department	Kim Freeman	6/30/15
Employment and training activities carried out under the Community Services Block Grant (Community Action Agencies)		
Clackamas County Social Services	Brenda Durbin	6/30/15
Employment and training activities carried out by the Department of Housing and Urban Development		
Clackamas County Social Services	Brenda Durbin	6/30/15
Programs authorized under State unemployment compensation laws		
Oregon Employment Department	Kim Freeman	6/30/15
TANF programs authorized under part A of Title IV of the Social Security Act		
Oregon Department of Human Services	Jerry Buzzard	6/30/13
Employment and training and work programs authorized under Section 6(d)4 and Section 6(o) of the Food Stamp Act of 1977		

Section 2: Compliance

Membership Category List business or agency name	Names Member's Name	Term Expiration Date
Oregon Department of Human Services	Jerry Buzzard	6/30/13
<i>Other</i>		
Local elected official	Clackamas County Commissioner Jamie Damon	N/A

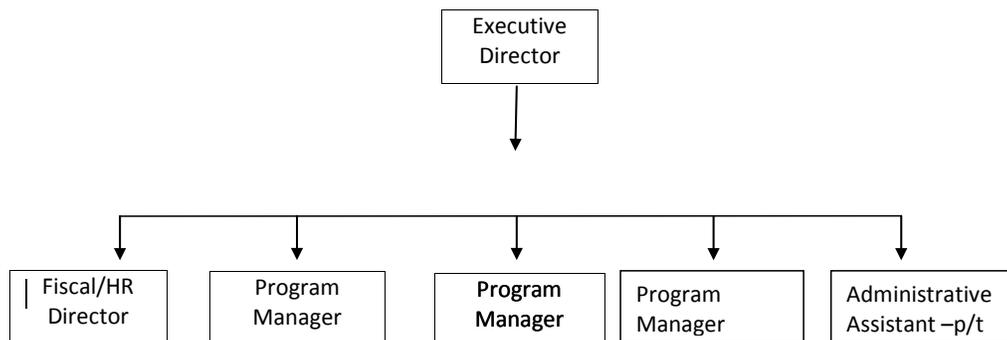
The Workforce Investment Council's committees are:

1. The **Executive Committee** provides oversight and direction on overall objectives and budget for the Workforce Investment Council.
2. The **Business Services Committee** creates innovative strategies to help businesses meet their workforce needs and focuses on high growth industries and how to best supply skilled workers to Clackamas County businesses.
3. The **Emerging Workforce Committee** supports the development of a pipeline of workers for Clackamas County and its high growth businesses.
4. The **Budget/Audit Committee** creates the budget for the upcoming Program Year to be approved by the full Board, meets with the auditor annually and reviews the audit.

The Workforce Investment Council is a 501(c)(3) organized in accordance with its bylaws and WIA requirements. The fiscal agent for Title 1B of the Workforce Investment Act is the Workforce Investment Council ~~of Clackamas County (WICCO)~~.

Section 2: Compliance

Workforce Investment Council Organizational Chart



The Board of County Commissioners, Chair Lehan, Commissioner Bernard, Commissioner Lininger, Commissioner Savas and Commissioner Damon, represent the Chief Local Elected Officials in Clackamas County. One elected official from Clackamas County shall serve on the Board. The Clackamas County Board of Commissioners appoints which County Commissioner shall serve. Commissioner Jamie Damon is a WICCO board member.

b) Describe the relationship and the functional separation between the board/board staff and service delivery providers. Please include any organization charts if available.

The Workforce Investment Council's Separation of Governance and Service Provision policy, WIA-12, states, "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."

Please find the organizational chart attached (Attachment 6).

c) If your board was certified by the governor as an alternative entity, describe how mandated partners who are not members will access the board.

N/A

d) Describe your youth council, its membership, and how it will carry out its responsibilities for the coordination of local youth services and programs.

The Youth Council, called the Emerging Workforce Committee in Region 15, is charged with developing strategies to prepare the emerging workforce for employment, opportunities in education and work preparedness skills. This committee oversees the youth provider in our local area by doing the following:

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- Approves local enrollment goals for our youth employment and training program
- Develops a local plan for the delivery of youth services, including connections with WorkSource Clackamas
- Reviews RFPs for local youth services
- Participates in reviewing proposals for the delivery of WIA youth services
- Selects programs that contribute to the attainment of local goals and priorities
- Reviews local youth and employment and training policy and suggests revisions or additions to the WIB
- Meets no less than once per quarter to review the performance of the local youth system.

Emerging Workforce Committee members are:

Cunningham, Warren
Timber Lake Job Corps
wcunningham01@fs.fed.us

Dennison, Milt
Clackamas Education Service District
mdenniso@clackesd.k12.or.us

Brown, Jane
Housing Authority of Clackamas
County
janebro@co.clackamas.or.us

Helzerman, Megan
Clackamas Education Service District
mhelzerm@clackesd.k12.or.us

Buzzard, Jerry
Department of Human Services
Jerry.Buzzard@state.or.us

Hugo, Julie
Blount Int.
julie.hugo@blount.com

Hartman, Matthew
Clackamas County Juvenile
Department
MHartman@co.clackamas.or.us

Previs, Tom
Oregon Employment Department
Tom.A.Previs@state.or.us

Burns, Vickie
Labor's Community Service Agency
veburns@qwestoffice.net

Clark, Mary
Department of Human Services
mary.s.clark@state.or.us

e) *Describe the process your L/RWIB utilizes to assure that the one stop system meets the intent, rules, regulations and requirements of the WIA Title IB program. (e.g. monthly performance, fiscal reports to board, etc.).*

The [WICCO-Workforce Investment Council](#) Board has made a conscious decision to focus on policy and strategic initiatives rather than operational issues of the provider system. [WICCO](#)

Section 2: Compliance

[The Workforce Investment Council](#) administrative staff works collaboratively with the One-Stop partners to ensure that the One-Stop meets the intent, rules, regulations, and requirements of the WIA T1B program.

Management staff of partners co-located at WorkSource Clackamas and the WorkSource Clackamas Annex comprises a collaborative defined as the One Stop Operator. This group, called the WorkSource Clackamas Partners, provides direction and coordination for the activities in the centers and makes sure services are provided efficiently and effectively. The partners in this group include:

- Workforce Investment Council of Clackamas County
- Oregon Employment Department
- Oregon Department of Human Resources
- Clackamas Community College
- Office of Vocational Rehabilitation Services
- C-TEC Youth Services
- Job Corps
- Easter Seals
- Clackamas County Social Services
- Community Solutions for Clackamas County
- [Immigrant and Refugee Community Organization \(IRCO\)](#)
- Express [Employment Professionals](#)
- Housing Authority of Clackamas County
- Clackamas County Community Corrections

Leadership Team meetings are held twice a month and are attended by management of the four key partners in the system: Oregon Employment Department, Workforce Investment Council of Clackamas County, Clackamas Community College and Community Solutions of Clackamas County. Issues are discussed, processes reviewed and suggestions made to improve the service delivery at the centers.

A Customer Satisfaction Survey is used to gather comments from customers and employers who use center services. The results inform quality improvement efforts on an ongoing basis.

f) Discuss how the local board will be educated on their role, engaging all the local partners, and providing guidance to the local workforce system.

As members are appointed to the Workforce Investment Council's Board, the Executive Director meets individually with each member to go through a binder with pertinent information. Binders include information on the Workforce Investment Act, the history, mission and vision of the Workforce Investment Council, bylaws, Memorandum of Agreement with Clackamas County, Board and committee meeting information and Board member and officer job descriptions.

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The Workforce Investment Council Board members engage the local partners and provide guidance on local workforce development issues which include the following:

- Hosting an annual event, with the dual purpose to educate local business about the role of the Workforce Investment Council Board in workforce development and to serve as a recruiting effort
- Maintaining the [WICCO-Workforce Investment Council](http://www.wicco.org) website (www.wicco.org) which provides information on programs, priorities, and system issues
- Posting information and events on social media
- Convening regularly scheduled board meetings open to the public
- Convening a strategic planning session to map out goals for the system
- Creating board sub-committees to address system issues
- Presenting to Board of County Commissioners annually

2. Partnerships

a) Describe any special characteristics of the partnerships (e.g. consortia).

There are a variety of strong committees and consortium in Clackamas County that the Workforce Investment Council participates in or facilitates. They include:

- The Clackamas County Green Alliance – supports green, sustainable efforts in Clackamas County
- The Clackamas County Business Alliance – An advocacy organization that has identified workforce as one of its key business agenda items.
- The Clackamas County Economic Development Commission – A county led board of private industry that addresses economic development issues in the county.
- Seven different Chambers of Commerce throughout the region – Support local businesses in towns and cities throughout the region.
- Greater Portland Inc Economic Development roundtable – share information pertaining to economic growth and workforce in the metro region.
- North Clackamas Chamber of Commerce Public Policy Committee – share public policy agenda, identify goals and priorities for the Chamber to address.
- Clackamas County Employment First Team – An interagency effort to support Employment First policy implementation, finding competitive employment for individuals with Developmental and Intellectual disabilities.
- Clackamas County Supported Employment Council – An interagency effort to support individuals with severe and pervasive mental health issues.
- Disability Provider Network – An interagency effort to work on issues and gaps for individuals with disabilities in Clackamas County.
- Strong Bond, a workforce - corrections collaborative
- Homeless Council for Clackamas County – Makes policy recommendations to the board of County Commissioners related to homelessness in the county.
- Clackamas Academy for Industrial Science – A charter school focusing on STEM curriculum.

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- Youth Services Provider committee – An informational group of youth providers facilitated by the Dept. of Human Services in Clackamas County.
- North Clackamas Social Needs Roundtable – A consortium of local non-profits, public entities, and faith-based organizations that meet for the purpose of assisting the most vulnerable residents.
- The Columbia Willamette Workforce Collaborative – A partnership of the three Workforce Investment Boards representing the Vancouver-Portland Metropolitan Area. The Collaborative is designed to provide a coordinated approach to engaging and serving industry, supporting economic development and guiding public workforce investments.
- Manufacturing 21 – A board of manufacturers who meet to address common issues among manufacturing employers. Workforce is a steady agenda topic.
- Oregon City Government and Economic Affairs Committee – Discusses public policy related to economic growth and development in Oregon City.
- Children of Incarcerated Parents committee – A Clackamas County group that provides programs, education and supportive services for pro-social living to adults in the Oregon prison system and to children and families in the community and helps to address the full spectrum of social factors impacting the health of individuals and communities.
- Human Services Advisory Council for Clackamas Community College – To help inform the skill needs of CCC students interested in entering the human services field.

b) *Please describe and attach any board issued policies, memoranda, or directives that require and support integration of workforce services (both strategic and service delivery oriented).*

At the Executive Committee meeting on May 15, 2008, a formal motion was passed adopting the Integrated Services Plan. (Attachment 7). Full integration continues at the WorkSource Clackamas one-stop and the WorkSource Clackamas Annex.

c) *Describe how all the local partners were engaged in the development of this plan. include:*

- i. Business;*
- ii. Labor;*
- iii. Education;*
- iv. Community and Economic Development;*
- v. Local Tribal Nations.*

This planning process has been robust since the concepts were initially introduced at the April 2012 board meeting. Since that time multiple conversations have occurred at Board of Director's meetings, Executive Committee meetings, Business Services Committee meetings (Attachments 2,3,4,5), Leadership Team meetings and the One Stop Operator

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meetings. Additionally, individual meetings with economic development professionals and Oregon Employment Department partners have occurred. All populations (with the exception of v. because Region 15 does not have a local tribal nation) have been actively included during this process.

i. Business:

- ◆ Board membership includes representatives from business and business associations like chambers of commerce
- ◆ Executive Committee membership
- ◆ Business Services Committee membership
- ◆ Conversations at meetings of the Clackamas County Business Alliance

ii. Labor:

- ◆ Board membership includes three representatives from labor and the executive director of an association representing contractors who are signators to labor unions.
- ◆ Committee representation includes labor

iii. Education:

- ◆ Board membership includes representatives from community colleges, ESD, local school districts
- ◆ Committee membership includes representatives from education

iv. Community and Economic Development

- ◆ Board membership includes representatives from the County Business and Economic Development Department
- ◆ Committee membership includes representatives from local economic development (city and counties)
- ◆ Discussions with the Clackamas County Business Alliance staff and board members have occurred informally

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C. DESCRIPTION OF ONE-STOP DELIVERY SYSTEM

1. *Describe your local area delivery of core, intensive and training services. Please provide documentation of your system showing all service delivery sites and how core, intensive and training services are delivered at each site and by workforce partners (See Attachments A through D).*

Region 15's core, intensive and training services are delivered by four key providers and partners. The majority of this work takes place at WorkSource Clackamas (WSC). The primary WIA provider, Clackamas Community College, has permanent staff placed at WSC. In addition to WSC, basics workshops and intensive service delivery for barrierred populations occurs at the WorkSource Clackamas Annex. The Annex is staffed and funded by [Department of Human Services](#), [Oregon Employment Department](#), WIA, Clackamas County, and other federal funds. In addition to intensive work with barrierred

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job seekers, workshops are offered on topics like Resume Writing, Interviewing Skills, etc. More advanced workshops are offered through a contract with Express Personnel and take place at the Workforce Development Department on the campus of Clackamas Community College and are targeted at business professionals and higher level job seekers. The National Career Readiness Certificate testing is also available to all job seekers at both sites.

Intensive level services are those services that are designed to determine appropriate or additional training or skill development needs, or structured formal coursework and short term prevocational services. These services are delivered by all of our [Adult/Dislocated Worker](#) sub recipients and include the development of an individual employment plan, work experiences, [General Educational Development diploma \(GED\)](#) and [English as a Second Language \(ESL\)](#) classes and certification courses of less than 40 hours per week.

Training services are delivered by all of our [Adult/Dislocated Worker](#) sub recipients and include occupational training and [On-the-job Trainings \(OJTs\)](#). Customized training is also a training option.

2. Describe the process for selection and designation of the One-Stop Operator.

The Workforce Investment Council Board of Directors discusses and takes action annually on the one stop operator. Currently the One-Stop Operator is a consortium of service delivery partners invested in the one stop. Each year a full report on the One-Stop is presented to the board of directors. This report includes results from customer service satisfaction surveys, updates on the different programs delivered through the one-stop, and ultimately board action occurs identifying the operator. In recent history, the board has voted to continue identifying the one stop operator as the consortium of partners at the one stop.

3. Describe how the local board will ensure the continuous improvement of eligible providers of services through the system.

Service providers are chosen through our competitive [Request fFor Proposal \(RFP\)](#) process at least once every 5 years. Ongoing monitoring of these service providers by workforce board staff and regular reporting to the full board keeps key players up to speed on the success and improvement of local providers of workforce services. Over the last year, the primary [Adult/Dislocated Worker](#) service provider has paid special attention to accuracy when delivering program services. This has occurred through special trainings, continuous monitoring, site visits, observations, regular communication and an increased attention to detail and re-focus on stellar service delivery. Other service providers currently in contract are assessed on their ability to respond to suggestions made by workforce board staff.

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In addition to monitoring, an annual quality assurance survey is sent to participants registered in the WorkSource Clackamas system. The information gathered through this survey process is reviewed and acted upon. Areas of concern are addressed and improvements are implemented.

4. *Describe how the local board will ensure that such providers meet the employment needs of local employers and participants.*

In addition to work being done locally in Region 15, a broader approach to industry intelligence has been implemented with the workforce boards of Region 2 in Oregon and the Southwest Washington Workforce Development Council. This formalized structure, The Columbia Willamette Workforce Collaborative, has an advisory board comprised of representatives from each workforce investment board and other key investors from economic development. The goals of The Collaborative provide a regional approach to meeting industry demands by bridging regional governments, business, labor, educational institutions, and economic development.

The Collaborative has developed a model for sector engagement which will ultimately inform the regional workforce boards of local employer needs. This model is broken down into five phases:

Phase 1: Investigate – Determine target industry

Phase 2: Inventory and Analyze – Examine and analyze industry growth trends based on labor market information, employer surveys and contact

Phase 3: Convene – Prioritize potential workforce initiative and identify stakeholders in industry panels

Phase 4: Act – Implement workforce initiatives

Phase 5: Evaluate – Assess our actions and results

Locally, in Region 15, staff and contracted providers utilize The *Strategic Occupation List* to provide guidance on which occupations are allowable for investment. Participants are given options of choosing from the occupational list. This data driven prioritized list assures investment with participants will result in training for in-demand occupations. The list is updated annually and provides assurance that skills gained by job seekers will be in demand, and employers will have access to educated job candidates.

Informally, the relationship with the Clackamas County Business Alliance (CCBA) allows for regular communication with key employers in the region, providing a unique connection to the demand side of the workforce. The CCBA has identified workforce as one of the key issues on their business agenda.

Other less significant activities that the board utilizes to ensure the employer and participant demands are met include:

- Regular presentations on labor market research to keep the Board informed

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- Active involvement by Economic Development professionals
 - Robust discussions during Business Services Committee meetings
 - Regular review of Oregon Employment Department customer service surveys
 - Interaction and information sharing with the Oregon Employer Council
 - Review of statewide and local Employment Department data
 - Information sharing with Clackamas Community College advisory boards for Career and Technical Educational programs
 - Communication with employers and participants through on-the-job training agreements
 - Activities provided for employers around layoff assistance or rapid response
5. *Describe and provide an assessment of the type and availability of adult and dislocated worker employment and training activities in the local area, including a description of the local ITA system and the procedures for ensuring that exceptions to the use of ITAs if any are justified.*

See K-DESCRIPTION OF LOCAL INDIVIDUAL TRAINING ACCOUNT (ITA) SYSTEM AND PROCEDURES.

Located in a metropolitan area with access to a wide variety of private career schools as well as community colleges and four-year institutions, there is an adequate supply of eligible providers available for participants who qualify for ITAs. Region 15 encourages the use of ITAs as well as OJTs to meet both participant and employer needs in the region.

All participants receiving services will have access to the full array of workforce development services within the WorkSource Oregon service delivery system. Referrals to the Skills Team at WorkSource Clackamas are made after a participant has completed the Welcome Process and are based on a request by the participant. Referrals are also made to the other Adult and Dislocated Worker service providers serving specific barriered populations following the same process.

After the referral to the WIA Skills Team, the participant attends a Gateway session to explore career interests. Service providers serving barriered populations provide career exploration services in a one-on-one setting with the participant. In all cases, if the participant is interested in continuing in the process, they must first be determined to be eligible for the ITA. This includes establishing that the participant was eligible for and received one or more core and intensive service(s) and was determined to be unable to obtain or retain employment through the core and intensive service(s). Service provider staff further determine through an interview, evaluation, or assessment, that the participant is in need of training services and has the skills and qualifications to successfully complete the selected training program. The chosen training program is evaluated against employment opportunities in high-demand occupations listed on the

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Strategic Occupations List and the participant's ability to obtain grant assistance from other sources is identified.

ITAs may be issued only for training for occupations on the Strategic Occupations List and approved training programs on the Eligible Training Provider List. During the Gateway session or one-on-one career assessment meetings, participants are asked to propose their employment goal, training plans, and possible training providers. Workforce specialists then help the participant identify the best possible choice based on cost, location, curriculum, and timelines of the training program.

There is no set time limit for the length of training. The appropriateness of a participant's engagement in any short or long-term training is based on the customer's individual needs and situation.

ITAs may be used to pay for the cost of a participant's training, including required registration, tuition, fees, books, equipment, disposable supplies, and other required payments. Although there is no absolute dollar limit on the training cost, an average cost per customer of less than \$2,500 is desirable.

If a participant chooses a training not supported by the Strategic Occupations List, exceptions can be granted on a case-by-case basis. A strong reason why an exception would be granted is that the training was chosen in direct partnership with an employer who was willing to hire upon completion of the training.

In exceptional circumstances training providers may be approved who are not yet on the Eligible Training Provider List (ETPL) following CCWD policy 589-30.6. In all cases, justifications for such exceptions are clearly documented in the participant's Individual Employment Plan.

6. Describe how customers access core, intensive and training services in your local one-stop system, including non- and limited-English speakers, people with disabilities, TANF clients and others with Barriers to employment, by site.

Worksource Clackamas is an integrated one-stop center. As someone enters the Center, they are required to complete the Welcome process. The first step is Customer Registration. Date of Birth Validation and iMatchSkills® Profile can occur in any order following Customer Registration. Once these steps are complete, a participant will have a one-on-one meeting with a staff member to discuss Next Steps.

Every participant that completes the Welcome Process has access to core services, and potentially can tap into intensive and training services. ~~Participants are referred to the Skills Team if they express interest in tools such as GED or ESL instruction.~~ Also, if

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someone needs further training or career guidance to make them more competitive in job search, the Skills Team can provide coaching. Emphasis is placed on high growth industry sectors and short-term certificates.

[Non- and limited-English speakers:](#) Participants are referred to the Skills Team if they express interest in tools such as GED or ESL instruction. Interpreters are available in-house for Spanish and Russian speakers and the Language Line is available when needed.

[People with disabilities:](#) Interpreters can also be brought in with proper notice for other languages or ASL. Appropriate accommodations are made upon request.

[TANF clients:](#) TANF recipients are served through the WorkSource Clackamas Annex in partnership with Department of Human Services, as are other barriered populations such as Housing recipients and Corrections participants. This site is focused on serving job seekers with barriers to employment with personalized, intensive level services. There are several investors.

[Others with barriers to employment:](#) For participants with criminal backgrounds, there are several options available. A workshop for individuals to teach them to talk about their convictions with employers is offered through a local corrections partner. A special WIA grant contracted through CSCC is available for long-term unemployed, individuals with a mental health diagnosis, or those with a background issue. WICCO was recently awarded a grant to serve predominately female ex-offenders leaving recent incarceration. WICCO, in partnership with Worksystems, Inc., will also be working with Housing Authority residents to secure employment and build self-sufficiency.

~~Interpreters are available in-house for Spanish and Russian speakers and the Language Line is available when needed. Interpreters can also be brought in with proper notice for other languages or ASL. Appropriate accommodations are made upon request. TANF recipients are served through the WorkSource Clackamas Annex in partnership with Department of Human Services, as are other barriered populations such as Housing recipients and Corrections participants. This site is focused on serving job seekers with barriers to employment with personalized, intensive level services. There are several investors.~~

- a) Describe the criteria used for determining whether Title I funds are limited for adult employment and training activities, and the process by which any priority will be applied by the One-Stop Operator.

See [WICCO's Workforce Investment Council's](#) WIA-11 Priority of Service Policy (Attachment 8).

- b) Describe any populations prioritized for services, other than those required for Title I, and the process used to determine the need/eligibility for prioritization.

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Region 15's Board identified the need to serve special barriered populations in the region. As a result, in February 2010 the board published an RFP for services to targeted populations with barriers to employment. The language in the RFP was broad in defining 'individuals with barriers'. As a result, two contracts for service delivery were awarded. They include a focus on services to job seekers who 1) speak English as a Second language (with an emphasis on Spanish language) and 2) have barriers to employment that include persistent, consistent mental health issues, a criminal background, or long term unemployment. The process for determining funding for these contracts included broad input from community partners, a specific committee who reviewed and recommended entering into the contracts, and discussion and ultimately approval of the Business Services Committee and full board. These contracts have been renewed twice and will go out for RFP in another year. Close monitoring of these special population contracts have resulted in positive results. In addition to these WIA formula funded contracts, Region 15 received two competitive DOL grants with an emphasis on ex-offenders and public housing residents.

7. *Describe your local system's integrated service strategies to meet the needs of specific population groups or customers. These can be populations targeted through your local strategic planning process, local priority customers, or any specific populations receiving an integrated set of services. Populations to be included are:*

The greatest example of integrated service strategies exists at the WorkSource Clackamas Annex. This site is focused on serving job seekers with barriers to employment with personalized, intensive level services. The investors are varied. When a person enters the site it is impossible to differentiate staff by funding streams. This Annex was created as a result of informal and formal conversations throughout the region and was started in the midst of massive budget cuts to the [Department of Human Services](#) program. The need to minimize duplication, pool resources and serve participants more efficiently was magnified. As a result, the Annex was created and continues to expand to more intensely serve veterans, ex-offenders and others.

a) Non English and Limited-English speakers

Non English speaking job seekers have access to intensive, personalized services through the contract with IRCO. This targeted contract has proven to be very successful through the term of the contract. Given demographic data, the focus in Clackamas County is on people who speak Spanish as their native language. However, all job seekers have access to interpretation services.

b) People with disabilities

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Participants self-select disclose if they have a disability. Upon request, accommodations can be put in place in order to help individuals get a fuller experience through WorkSource. If someone has a mental health diagnosis, the WIA funded Employment Solutions program through [Community Solutions for Clackamas County \(CSCC\)](#) will provide them with job development. A partner within WorkSource Clackamas is Oregon Vocational Rehabilitation Services (OVRs). A referral is made to OVRs for more intensive support with job search.

There are several partner groups and teams in the community to help enhance services available to job seekers with disabilities. WorkSource and Workforce Investment Council staff represent workforce on teams specific to developmental and intellectual disabilities, mental health disorders, and identifying gaps for varied disabilities.

c) People with low basic skills

WorkSource Clackamas offers a range of services for individuals with low basic skills. For job seekers interested in increasing their skills, the GED, [Adult Basic Education \(ABE\)](#) and WIN courseware are available. There are several job search workshops available for job seekers with low basic skills and limited computer skills.

d) Migrant and seasonal farm workers

The Migrant & Seasonal Farmworker (MSFW) Program provided by OED assures the delivery of employment services to farmworkers. Local office staff assure that MSFW applicants receive a complete explanation of agency services by conducting outreach activities at living, working and gathering sites of farmworkers. They also meet with both agricultural and non-agricultural employers to promote the hiring of MSFW and disseminate information. If needed, WorkSource Clackamas staff then coordinates services with other agencies serving the farmworker population.

e) TANF clients

TANF clients have full access to all WorkSource services. Through the Worksource Clackamas Annex, [Department of Human Services](#) contracts with Community Solutions of Clackamas County to assist [Temporary Assistance for Needy Families \(TANF\)](#) and [Supplemental Nutrition Assistance Program \(SNAP\)](#) recipients with job search and development. Clients are encouraged to attend WorkSource workshops supported by WIA.

f) Other Populations targeted by the LWIB

The Workforce Investment Council has recently been awarded two grants: one serving ex-offenders and one serving individuals receiving housing assistance. Both grants include support for intensive level services to participants, job development/coaching, training supports, and supportive services.

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8. *Describe the tactics and methods adopted by the LWIB to assure that the service delivery system meets the needs of businesses, jobseekers, and workers in the local area.*

The clearest method Region 15 uses to meet the needs of 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. This ultimately will meet the workforce needs of employers in our metro region. In addition to the Strategic Occupations List used locally, the work 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 CWWC is focused on health care and manufacturing because both sectors promise healthy growth in the next ten years.

a) Describe how job seekers and job seeker service providers are:

- i. Engaged and continually re-engaged with services, and connected to the labor exchange system; and,*
- ii. Made aware of specific employer needs, requirements and opportunities.*

Job seekers are engaged immediately when entering the Worksource Center and after the Welcome process is complete, Worksource staff engage job seekers to determine their needs and interest in accessing further services. Staff use [Oregon Labor Market Information System \(OLMIS\)](#) information and tools to inform participants about industries of interest and the demand in the metropolitan area. The workshops offered in Region 15 range from basic interviewing techniques and resume writing to more advanced job seeking strategies provided by WIA funded Express Personnel for the more sophisticated job seeker. All of the job search workshops offered utilize labor market information to inform participants about the job market in the area. After conversations with Skills Team members, if a participant shows willingness and interest in training, they are invited to attend the Career Gateway workshop that is conducted by Clackamas Community College provider staff where they access information and tools through the [Oregon Career Information System \(CIS\)](#) program.

The ongoing interactions with employers informally and formally provide direct information on their needs, requirements and opportunities. Specifically, each month the Employer Spotlight provides an opportunity for job seekers to interact directly with employers in the area. Job seekers can ask questions and garner insight to what employers are looking for and value in an employee. The integrated

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Business and Employer Services Team works closely together to share information about employer demand, recruitment opportunities, OJT and other employer intelligence that benefits participants. The work being done with the Columbia Willamette Workforce Collaborative will also help inform staff about key industry needs.

- b) *Describe how employers are:*
- i. *Engaged and continually re-engaged with services, and connected to the WSO system; and,*
 - ii. *Made aware of specific employer services, resources and workforce development opportunities.*

Locally, the integrated Business and Employment Services team communicates and promotes employer services throughout the region. Activities include individualized recruitments, promotion and management of OJT agreements, regular communication with business organizations like the Oregon Employer Council, the Clackamas County Business Alliance, the Portland Human Resource Management Association, the Clackamas County Economic Development Commission, Rotary groups and multiple Chambers of Commerce organizations. Engagement with employers for the Employer Spotlight each month also provides an opportunity for local employers to become familiar with job seekers and the public workforce system. Employers throughout the broader Portland Metro region are engaged collaboratively through the Columbia Willamette Workforce Collaborative. Although initially The Collaborative is focused exclusively on manufacturing and health care, The Collaborative is also engaging in conversations with high tech firms throughout the area. This targeted, intentional and systemic approach provides individualized feedback on industry and employer needs.

- c) *Describe any barriers to service delivery for job seekers and businesses.*

Clackamas County has unique needs because it is both a rural and urban county. Balancing the needs of these two populations requires flexibility and creativity. In Region 15 transportation is a consistent barrier. Although several different bus services serve much of the county, the service is slow and infrequent much of the time. The location of Worksource Clackamas does not enjoy regular bus service. In addition to the location, the size of the Worksource center creates constant logistical struggles. Additional sites have been utilized to provide services that would ideally be offered in the WorkSource center. There are participants that simply can't get to the WorkSource center because of where they live. To better serve these job seekers, outreach sessions in outlying communities are held each month. Perhaps one of the largest barriers for job seekers and businesses is a general lack of knowledge and visibility about the services offered. Because of limitations on staff availability, some job seekers have difficulty utilizing all of the services WorkSource has to offer. Specifically, for job seekers with some disabilities,

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assistive technology is not available. [The only Assistive Technology available are JAWS screen reader and one adjustable workstation. Other examples of technology that would be helpful within the WorkSource Clackamas center include Zoomtext, amplifiers, Read and Write, and Omni Page Pro.](#) The WorkSource Clackamas Leadership team discusses solutions to barriers and works creatively to build partnerships that can assist with challenges faced by WorkSource Clackamas participants.

- d) *Describe how the local board will focus on building and sustaining relationships with businesses.*

The Workforce Investment Council and staff enjoy a positive relationship with multiple employers throughout the region. The management relationship with the Clackamas County Business Alliance (CCBA) allows for immediate access to a wide variety of employers. In addition to the CCBA relationship, workforce board members, staff and provider staff all are involved with business organizations like Rotary, local Chambers of Commerce, the Clackamas County Economic Development Commission, and the Oregon Employer Council. In addition to these relationships locally, the work of the Columbia Willamette Workforce Collaborative provides an opportunity to engage with employers throughout the Portland Metro region.

- e) *Describe how the local board will engage the business community in the design and improvement of business services.*

The full Board of Directors, Executive Committee and the Business Services Committee provide ongoing feedback to workforce board staff on what is working well and what could be improved within the workforce system. Formal and informal communication occurs during conversation with employers throughout the region. Another formal means for engagement includes the Region 15 Leadership Team. This team meets twice a month to discuss comprehensive WorkSource services. Feedback from line staff working directly with job seekers and employers is shared with the Leadership Team. Ideas for improvement are discussed and plans for implementation are made regularly on how to continually improve services to businesses in the region. In addition to these approaches, the ongoing training that Clackamas Community College provides in their Customized Training Department and Small Business Development Center helps inform what is working and what is not within the public workforce system. Once again, the work of the Columbia Willamette Workforce Collaborative is a concrete, very specific way that employers are engaged in business services throughout the Portland Metro area.

The Workforce Investment Council, in collaboration with the Clackamas County Business Alliance, Clackamas County Economic Development Commission, the local Oregon Employer Council, and Clackamas Community College, is organizing a networking event for employers who serve on the many boards, councils, and

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committees supporting workforce and economic development issues in Clackamas County.

f) Describe how the local board will enhance services to job seekers.

Providing outstanding services to job seekers is a topic of discussion at all regular committee meetings and Leadership Team meetings. In an attempt to provide more formalized feedback and input, a quality assurance survey was developed to inform the Workforce Board on how job seekers perceive the services offered at WorkSource Clackamas. This survey was developed in partnership with the One Stop Operator Consortium and was designed to be completed in a short period of time but provide opportunity for further feedback. The input received from the quality assurance survey has informed workshop development and offerings and service delivery. In addition to the Leadership Team and Board of Directors reviewing these results, the Clackamas Menu of Resources and Services Team conducts an in-depth analysis and brings very specific recommendations to the board. This has been completed two years in a row now and has proved to be very informative and helpful in the continued goal of improving services to job seekers.

g) How does your workforce system ensure that all job seekers connect with the labor exchange system?

At the point of enrollment, WorkSource Clackamas participants gain more information about accessing state and national labor market information through OLMIS and O*NET. If job seekers express interest in training, they are required to attend the Career Gateway workshop which discusses labor market research and the Oregon CIS program. Individual coaching is available to guide through high demands industries in Clackamas County and the greater metro region. Many of the job search workshops incorporate tools from OLMIS and other online tools to enhance jobseekers understanding of the labor market.

h) Discuss how the apprenticeship community will be engaged, and the plans to bring apprenticeship opportunities to job seekers.

The Training director for the Plumber and Steamfitters union in the area serves on the Executive Committee of the Board of Directors. Having this steady presence ensures apprenticeship is regularly discussed and included in the workforce system. In addition, the Workforce Investment Council has a strong relationship with Women in Trades and works closely with them to support job seekers through WIA formula funding and specifically in the competitive grants recently received. The Employment Department staff that work on the Business Team have industries of focus for job postings and employer needs. A team member works with apprenticeship programs as a lead to act as a depository of information for job seekers. The Workforce Investment Council's youth provider hosts an

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Apprenticeship and Career Day for WIA youth and program partners. The program includes hands-on activities with a variety of apprenticeship programs where youth gain information about apprenticeship and career opportunities as well as safety training. The annual Youth Career Expo also features apprenticeship and trade organizations, as well as businesses, advanced education and training institutions.

9. *Discuss how the Board anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.*

When the Department of Human Resources faced dramatic budget cuts, partners in Region 15 got together and closely examined the workforce system in the area and how services were delivered. As a result, workshops were consolidated and multiple partners pooled funds to create the WorkSource Annex, a site to serve the more barriered WIA, [Department of Human Services](#), and Corrections population. This helped provide synergy and economies of scale while serving jobseekers, not just through workshops and basic services, but when engaging employers as well. The Business Services Committee and the One-Stop Operator Partner meetings discuss the workforce system in the region regularly, constantly looking for opportunities to consolidate and reduce duplication.

10. *All labor exchange services to be delivered as part of the One Stop delivery system via One Stop Centers or affiliate sites are required by the Workforce Investment Act 20 CFR 652.202. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.*
 - a. *Describe the local board plan for co-locating partners within the One Stop Centers.*

N/A

D. INTEGRATION

1. *Please provide narrative that describes the methods and processes used to ensure all customers are registered using a common intake and a standard welcome process.*

WorkSource Clackamas is committed to following the state direction on the integrated Welcome Process delivery. Staff attended the PIVOT training to assure consistency when meeting and enrolling customers. The PIVOT training, as well as other trainings, help staff establish consistency in conversations with participants. Ongoing training and technical support is available to staff to continue ensuring methods and processes are universal. This ensures all staff are familiar with and are using the standard Welcome process.

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2. *Please describe how the design of the customer intake process and integrated customer flow will promote continual re-engagement of returning participants, and the capture of services and results leading to positive outcomes and performance.*

The design of the intake process in WorkSource Clackamas starts and ends with the customer and his or her specific needs. Upon a participant's request for services, staff direct the participant to specific partners to avoid long periods of wait time. Quality customer service is heavily emphasized among all staff. As the WorkSource Center moves to the PIVOT model, individualized next steps being provided in writing will help continue to engage participants repeatedly. Within WorkSource Clackamas, the Clackamas Menu of Resources and Services team provide oversight, evaluation and recommend changes to Leadership Team. New program models have been and will continue to be implemented if a higher level of performance can be attained.

E. SERVICE GAPS

1. *Identify workforce needs for the area; then describe whether or not the present workforce system is meeting those needs. If not, indicate the extent of the gap in services needed but not provided. Such gaps may include, but are not limited to: specific skills needed by employers, language issues, ESL services, drug & alcohol treatment, support services, services to the disabled, education/training needs not provided locally, service to remote areas, space for providing services, etc.*

Utilization of the Strategic Occupational Priority list provides data driven information for career training investment. In addition to the Strategic Occupational Priority List in Region 15, the broader sector engagement work that is occurring with the Columbia Willamette Workforce Collaborative also is providing detailed information about employment demands in health care and manufacturing throughout the Portland Metro area. Gaps exist within the human service delivery system including the ability to pay for support services. The WorkSource staff work diligently and consistently with employers to find ways to bridge the gaps so that employees will be successful. During a time of continued reductions in federal, state and local resources it is difficult to meet all the existing gaps. However, because of the collaborative nature that exists in Region 15, service providers work closely together to pool resources and support job seekers and employers. In order to target services to barriered populations, in addition to the WIA funded providers (IRCO and Community Solutions of Clackamas County), the workforce board works closely with Vocational Rehabilitation, Easter Seals and other partners.

F. STRENGTHS AND IMPROVEMENT OPPORTUNITIES

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1. *Describe how the local board will ensure the continuous improvement of services through the system and ensure that providers meet the employment needs of local employers and job seekers/participants.*

Continued and ongoing monitoring of service providers in Region 15 ensures quality services are being provided to job seekers throughout the year. With regular monitoring, if a gap in the service quality exists, it is caught early and can be corrected. To assure the workforce needs of local employers are being met, Region 15 utilizes the Strategic Occupations List which is updated annually utilizing data collected and analyzed by the research department of the Oregon Employment Department. Limiting the investment of WIA to these specific occupations ultimately benefits the job seeker and the employer. When considering the broader Portland Metro area, the sector strategy work being done through the Columbia Willamette Workforce Collaborative provides in-depth data for the sectors being studied. This work is informed through comprehensive surveys, industry skill panels, forums and informal conversations. This, too, informs investment of WIA formula and competitive funding. Industry feedback is shared with the Business and Employment Services team.

G. RESOURCES

1. See attachment B

H. PERFORMANCE OUTCOMES AND NEGOTIATIONS

1. See attachment E
2. See attachments E for future years
3. *What barriers does your L/RWIA have which prevents you from integrated performance?*

The biggest barrier to integrated performance measurements is the lack of consolidated information of the two systems. The Oregon Employment Department and Workforce Investment staff enter information into two different data management systems.

I. BUDGET AND PARTICIPANT PLAN

1. See attachment E
2. See attachment E

J. IDENTIFICATION OF ENTITY RESPONSIBLE FOR DISBURSEMENT OF GRANT FUNDS

Please find the MOA (Attachment 9).

K. DESCRIPTION OF LOCAL INDIVIDUAL TRAINING ACCOUNT (ITA) SYSTEM AND PROCEDURES

Section 2: Compliance

1. Describe the local ITA system including:

a) How is it determined an individual will receive an ITA.

Located in a metropolitan area with access to a wide variety of private career schools as well as community colleges and four-year institutions, there is an adequate supply of eligible providers available for participants who qualify for ITAs. Region 15 encourages the use of ITAs as well as OJTs to meet both participant and employer needs in the region.

All participants receiving services will have access to the full array of workforce development services within the WorkSource Oregon service delivery system. Referrals to the Skills Team at WorkSource Clackamas are made after a participant has completed the Welcome Process and are based on a request by the participant. Referrals are also made to the other Adult and Dislocated Worker service providers serving specific barriered populations following the same process.

After the referral to the WIA Skills Team, the participant attends a Gateway session to explore career interests. Service providers serving barriered populations provide career exploration services in a one-on-one setting with the participant. In all cases, if the participant is interested in continuing in the process, they must first be determined to be eligible for the ITA. This includes establishing that the participant was eligible for and received one or more core and intensive service(s) and was determined to be unable to obtain or retain employment through the core and intensive service(s). Service provider staff further determine through an interview, evaluation, or assessment, that the participant is in need of training services and has the skills and qualifications to successfully complete the selected training program. The chosen training program is evaluated against employment opportunities in high-demand occupations listed on the Strategic Occupations List and the participant's ability to obtain grant assistance from other sources is identified.

b) How an individual who receives an ITA selects a training provider.

ITAs may be issued only for training for occupations on the Strategic Occupations List and approved training programs on the Eligible Training Provider List. During the Gateway session or one-on-one career assessment meetings, participants are asked to propose their employment goal, training plans, and possible training providers. Workforce specialists then help the participant identify the best possible choice based on cost, location, curriculum, and timelines of the training program.

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c) How payments from ITAs will be made.

To the extent possible, contractor procedures provide direct payment to the training provider for training costs rather than reimbursement to the participant. ITAs may be used to pay for the costs of a participant's training, including required registration, tuition, fees, books, equipment, disposable supplies, and other required payments.

In order to receive all of the planned ITA payments and any related support payments, participants must maintain satisfactory progress in their training. Satisfactory progress is defined as a level of success in a training program that is generally recognized as acceptable and demonstrating advancement within the program, such as a "C" or a 2.0 grade point average in a traditional academic setting. Satisfactory progress includes meeting all attendance and behavior requirements mandated by the training provider. At mid-term, the service provider staff sends a letter to enrolled participants asking them for a signature from faculty indicating the progress in their coursework. Participants are required to maintain satisfactory progress to continue to receive ITA funding.

d) Whether there are limits imposed on ITAs (e.g., dollar amount and/or duration) by the Local Board.

There is no set time limit for the length of training. The appropriateness of a participant's engagement in any short or long-term training is based on the customer's individual needs and situation.

ITAs may be used to pay for the cost of a participant's training, including required registration, tuition, fees, books, equipment, disposable supplies, and other required payments. Although there is no absolute dollar limit on the training cost, an average cost per customer of less than \$2,500 is desirable.

WICCO Policy WIA – 11 Priority of Service specifies the conditions under which the Board would impose limits on ITAs. **(Attachment 8)**

e) If limits are imposed on ITAs, how does the local board assure that customer choice in the selection of an eligible training provider is not diminished?

Customer choice in the selection of a training provider is maximized by providing the individual access to a wide array of information on provider costs, benefits, results, and customer satisfaction data. If jobseekers have additional questions about the process, WorkSource staff are available for one-on-one meetings.

2. Describe the procedures for ensuring that exceptions to the use of ITAs are justified, including:

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- a) *A discussion of how customer choice in the selection of an eligible training provider is maximized;*

If a participant chooses a training not supported by the Strategic Occupations List, exceptions can be granted on a case-by-case basis. A strong reason why an exception would be granted is that the training was chosen in direct partnership with an employer who was willing to hire upon completion of the training.

In exceptional circumstances training providers may be approved who are not yet on the ETPL following CCWD policy 589-30.6.

In all cases, justifications for such exceptions are clearly documented in the participant's Individual Employment Plan.

- b) *A discussion of the local board's intent to use contracts for services in lieu of ITAs for the following exceptions: on-the-job training (OJT) or customized training services; when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs; when the local board determines there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve special participant populations that face multiple barriers to employment;*

It is the Board's intent to align programs with customer needs. On-the-job training (OJT) contracts are used to allow an employer to hire an individual who would not otherwise qualify for the job and to teach the skills needed to perform the position. The activity is based upon a contractual exchange between the employer and the service provider. The service provider reimburses the employer for a portion of the wage during an agreed-upon training time period in exchange for the provision of training by the employer and a commitment to retain the individual when the training is successfully completed.

Region 15 neighbors a large metropolitan area; it has a sufficient number of providers for the ITA system.

The workforce board endorses the use of current local training services that have a long record of demonstrated effectiveness in serving "special populations"—customers who face multiple and serious barriers to employment. At this time, the Workforce Investment Council has not encountered this circumstance.

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- c) *The process to be used in selecting the providers under a contract for services when the local board determines there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs. Address whether the process includes a public comment period for interested providers of at least 30 days;*

Not Applicable. It is not likely that there would be an insufficient number of eligible providers in the Metro area. However, if this type of situation were to arise, the competitive bid process definite in policy WICCO-066 Procurement of Goods & Services would be followed. (Attachment 10)

- d) *A brief description of the Local Board criteria to be used in determining “demonstrated effectiveness” for those programs referenced in 2.b (above).*

The Workforce Investment Council staff routinely monitors service provider contracts and contract deliverables. All formula and competitive grant funding including On-the-Job Training and Work Experiences are reviewed regularly to determine the return on investment. Additionally, regular review assures compliance with rules and regulations of the Workforce Investment Act and a detailed list of criteria specified in policies WIA – 17 – On-the-Job-Training, WIA 18 – Customized Training, and WIA – 19 – Work Experience. (See Attachments 11, 12, 13)

L. DESCRIPTION OF COMPETITIVE PROCESS TO AWARD GRANTS AND CONTRACTS

1. *Describe the local area’s competitive process for awarding grants and contracts including WIA IB providers. Include a discussion of the procedures for solicitation, selection and award. Identify the procurement requirements that guide the local area’s actions, whether Federal, State, or local.*

The policy that covers the procurement of both goods and services has been adopted in accordance with CCWD State Policy 589-10.11 and 29 CFR 95.40-48.

WICCO-066 Procurement of Goods and Services policy language is attached (Attachment 10).

CODE OF CONDUCT: All Workforce Investment Council procurements must comply with Board Policy WICCO-001 Code of Conduct (Attachment 14).

M. DESCRIPTION OF LOCAL BOARD COORDINATION OF LOCAL ACTIVITIES WITH STATEWIDE RAPID RESONSE ACTIVITIES

1. *Describe how the local board ensures coordination of rapid response activities with the state dislocated worker unit. Include policies or procedures which describes:*

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- a) *How collaboration between the local board, the State, WorkSource Oregon partners, and other applicable entities will occur;*

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 situations
- 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

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Region 15 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.

- b) *How core services are integrated as part of rapid response assistance, and how delivery on site will be implemented;*

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

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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;

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- 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.

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- 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.
- c) *How timely decisions will be made to request additional funding through such resources as National Emergency Grants and additional assistance projects.*

The Transition Team determines the potential impact the layoff will have on the local WorkSource Center and WIA funds. The team considers the need for additional funding and decides the appropriate funds to use. The Rapid Response Coordinator, Workforce Team and Workforce Investment Council staff write a grant request if necessary.

N. DESCRIPTION OF THE YOUTH PROGRAM DESIGN FRAMEWORK

1. *Describe the design framework for the local area's youth program including how the design encompasses the following strategies:*

The Workforce Investment Council currently contracts with Clackamas [Education Service District \(ESD\)](#) for youth services. C-TEC Youth Services (a program of Clackamas ESD) manages the administration, data collection, file maintenance, and performance functions of the program. C-TEC also contracts with a training coordinator who plans region-wide training available at no-cost to all enrolled youth. Case management, one-on-one interaction and the strategies listed below are performed by staff at participating high schools, non-profits, and public entities while leveraging funds, time, and buildings to provide services. The framework allows for a wide range of partners and opportunities for youth while leveraging community resources to allow funds to be stretched as far as possible.

a) Preparation for postsecondary educational opportunities;

Basic Skills and Education – Activities available include credit recovery opportunities, tutoring, alternative school settings, GED preparation programs, e-learning opportunities, transition and support in continuing into post-secondary education, financial aid assistance, support in obtaining books and other necessary equipment, and academic advising.

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The Basic Skills and Education opportunities provided through C-TEC Youth Services assists many Clackamas County youth in obtaining their high school diploma or GED. Without completing their secondary education, students are unable to apply for state or federal financial aid and are unable to enter some post-secondary educational opportunities.

Another aspect of the youth program design framework includes representatives from Clackamas Community College providing on-site information and advising to students at traditional and alternative school settings, including GED completion program and e-learning environments. C-TEC Youth Services Career Advisors provide on-site individual guidance and counseling to youth transitioning from secondary and GED completion settings to post-secondary educational programs. Guidance and counseling services include individual academic assessments, college placement testing, financial aid and scholarship assistance, career assessments and planning, and internship and career exploration activities.

Early post-secondary education - Collaborating with Clackamas Community College, C-TEC Youth Services is able to offer college credits for several program activities each year, at no cost to the participants. In some situations, dual high school and college credits can be obtained. Introducing youth to college early, and demonstrating that they can be successful, allows many youth to see post-secondary education goals as attainable.

b) Strong linkages between academic and occupational learning;

Please see answer below (iv).

c) Preparation for unsubsidized employment opportunities; and

Please see answer below (iv).

d) Effective linkages with intermediaries with strong employer connections.

WIA IB services for youth are provided through a coordinated network of providers, under the direction of the Region's youth services contractor, Clackamas ESD. In-school and out-of-school youth receive counseling and case management, including assessment and service planning through staff located throughout the County. Staff is located on-site at local high schools, non-profits, the local youth shelter, Clackamas Community College, WorkSource Clackamas, the Housing Authority of Clackamas County, State of Oregon Department of Human Services – Self-sufficiency, Clackamas County Juvenile Department and Oregon Youth Authority.

Occupational Skills – Opportunities include professional technical programs at the high schools, certificate and associate programs at [Clackamas Community College \(CCC\)](#), job

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exploration camps, training through the WorkSkills Lab at CCC, food handlers certification, CPR/First Aid training, short term occupational skills trainings through CCC, and industry/employer led trainings.

Throughout the year tours at local employers are planned for students to get an idea of the types of careers available and the education it takes to acquire the skills. Many of the tours offer hands-on opportunities.

The youth Career Advisors make connections for the youth to local organizations for work experiences, internships, and job shadows. SMART Internships with local employers are available year round and the Summer Youth Academy (SYA) offers additional opportunities during the summer months. This service model incorporates two weeks of training, including soft skills as well as industry-specific training, along with six weeks of on-the-job work experience (often paid) provided by local employers. A strong connection with local employers facilitates these opportunities to link program components with real work experience.

In 2011-12, 50 youth completed the two-week SYA training and 35 youth obtained subsidized training in local Clackamas County businesses through SYA. 10 of those 35 youth obtained unsubsidized employment with their training sites after SYA.

In collaboration with Clackamas Community College, participants have the opportunity to participate in SMART Internships with local employers to gain real world work experience throughout the year. Youth gain college credits and the opportunity to learn in-demand skills with local employers.

In 2012, C-TEC Youth Services was approved by the State of Oregon as an alternative testing site for the National Career Readiness Certificate (NCRC) to support the state's efforts in identifying Certified Work Ready Communities. This allowed for the testing and certification of participants under the age of 18 that were unable to be tested through the WorkSource offices.

2. *Describe how the following ten program elements required in 20 CFR 664.410 are provided within the local youth program design:*

The network of service providers makes sure that all 10 mandated activities are available to youth within Clackamas County. When a youth enrolls in services, they undergo assessment and individual service planning. Through the individual service plan, the providers ensure that the youth accesses any of the 10 activities he or she requires to be successful.

- a) *Tutoring, study skills training, and instruction leading to secondary school completion including dropout prevention strategies;*

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Local school districts and Clackamas Community College provide opportunities for credit recovery, tutoring, literacy programs and other academic support to assist enrolled youth in staying in school, advancing their basic skills, and completing their secondary education.

b) Alternative secondary school offerings;

Alternative education opportunities are accessed through a variety of sources depending on the population targeted. Each partnering school district offers alternative secondary school programs, some that can be accessed by youth outside the districts. PACE teen parent program is for pregnant or parenting students in the North Clackamas School District, Oregon City Service Learning Academy (OCSLA) alternative school is a charter school for youth in the Oregon City School District that connects classroom lessons with meaningful service to the community. Milwaukie's Twilight School targets out-of-school youth, Clackamas Community College provides several different programs leading to high school diploma or GED, and New Urban High School is an alternative school that serves youth in the North Clackamas School District.

c) Summer employment opportunities directly linked to academic and occupational learning;

Summer Employment is facilitated through several activities. Weekly employment labs are held at WorkSource Clackamas with follow-up one-on-one appointments available to help youth with resumes, interview preparation, or any other assistance needed to facilitate employment. The staff also compiles and distributes twice-weekly job lists that contain entry-level jobs that are appropriate for young people. The annual Youth Career Fair held in February connects young people with employment, volunteer and educational opportunities.

The Summer Youth Academy offers six weeks of employment for WIA-enrolled youth with local employers in Clackamas County. The job opportunities are tied to specific industries or clusters and offer youth an opportunity to learn on-the-job skills and explore a career interest while earning a stipend and college credits.

d) Paid and unpaid work experiences, including internships and job shadowing;

The youth Career Advisors make connections for the youth to local organizations for work experiences, internships, and job shadows. SMART Internships with local employers are available year round and SYA offers additional opportunities during the summer months. Support also includes announcements of opportunities, assistance in the application process, and entry-level industry trainings. Community Partnerships are established with local subcontractors and occasionally offer paid work experience in collaboration with another business or agency (e.g. Estacada School District will partner with the City of Estacada to provide paid work experiences for enrolled youth).

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e) Occupational skill training;

Occupational Skills Training takes place at several different levels. In the high schools and community college, professional technical programs provide occupational skills training. They can be a focused program of study, a certificate program, or an associate program. In addition, the youth program coordinates short-term entry-level industry trainings through the year that introduce youth to an industry, allow them to obtain a certificate, and increase their employability. Examples of these trainings include Certified Nursing Assistant, Certified Chiropractic Assistant, Childcare Certification, Oregon State Roadway Flagging, and Forklift Driving Certification.

f) Leadership development opportunities which may include such activities as positive social behavior and soft skills, decision making, team work, and other activities;

Leadership development opportunities include: community volunteering, service learning, peer mentoring and tutoring, serving on youth council, community, or advocacy organization boards, life-skills training such as parent education, financial literacy, goal setting and conflict resolution, and leadership training such as how to work in a team, how to run meetings and diversity training.

g) Supportive services;

Supportive services include anything allowed by WIA that help a youth be successful. The most common form of supportive services are transportation assistance, books, GED test fees, etc.

h) Adult mentoring for a duration of at least 12 months that may occur both during and after program participation;

Adult Mentoring varies given the situation in which youth are enrolled. Some mentoring relationships develop out of the situation in which youth find themselves. Examples include youth in some juvenile justice programs identifying a mentor to support their progress, [Alcoholics Anonymous \(AA\)](#) or [Narcotics Anonymous \(NA\)](#) sponsors, teen parents being mentored by previous young parents, etc. Other mentoring opportunities develop out of partnerships with community. Youth involved in the Summer Youth Academy may develop a mentoring relationship with their internship supervisor. Additionally, referrals may be made to community organizations specializing in mentoring.

i) Follow-up services;

After exit, follow-up services are provided for 12 months. At minimum, follow-up services include communication quarterly to determine youth's education or

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employment status and provide assistance as needed. Often times, follow-up services look identical to services that occur when a youth is active in the program, only the enrollment status has changed. Youth in follow-up are able to access all the same services provided to youth who are active in the program.

- j) *Comprehensive guidance and counseling, including drug and alcohol abuse counseling and referrals to counseling, as appropriate to the needs of the individual youth.*

All youth enrolled in WIA receive guidance and counseling to determine their needs, plan appropriate activities, re-evaluate goals and activities, and motivate youth to succeed. More intensive or targeted counseling is available as needed and can include referrals for drug and alcohol treatment, group treatment sessions, or one-on-one private counseling.

O. LOCAL BOARD APPROVAL PROCESS

1. *Describe the approval and documentation process that will be utilized to obtain formal Board approval of any modification or changes to Attachment E, Budget, Participant and Performance Plan per CCWD policy.*

Board resolutions RS-002 Establishing Signatory Authority and Limitations (see Attachment 15); RS-003 Power to Execute Contracts (see Attachment 16); and WICCO-034 Decision Making Authority of the Full Board of Directors and the Full Board of Directors and the Executive Committee (see Attachment 17) addresses this process for our region.

P. NOTICE OF FUND AVAILABILITY

1. *Since funding allocations are provided annually, it is anticipated that the information for the subsequent years will be based on estimated figures when initially submitted. (Areas should use the same funding allocation for planning the subsequent years and be aware this is subject to change when final allocations are issued.) The allocation figures will be revised when they are finalized for the subsequent program years.*

a) For WIA Title 1-B subrecipients, a Notice of Fund Availability (NFA) will be issued upon approval of the Plan or modification if needed. The NFA serves as an obligation of funds to the subrecipients, not the Local Plan or modifications to the Plan.

Q. REPORTING OF CIVIL RIGHTS COMPLIANCE REVIEW, COMPLAINT INVESTIGATION, ADMINISTRATIVE ENFORCEMENT ACTIONS, AND/OR LAWSUITS REGARDING DISCRIMINATION: METHODS OF ADMINISTRATION

1. N/A
2. N/A

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3. Attachment 18

R. MEMORANDUM OF UNDERSTANDING AND ATTACHMENTS

~~Memorandum of Understanding~~ Attachment F

S. RESOURCE SHARING AGREEMENT

Attachment G

T. WIA TITLE I-B ASSURANCES AND DISCLOSURE OF LOBBYING ACTIVITIES

Attachment H

U. WIA TITLE I-B STATEMENT OF CONCURRENCE

~~Statement of Concurrence will be included as~~ ATTACHMENT I ~~on Nov. 1st.~~

V. WIA TITLE I-B PARTNERS STATEMENT OF AGREEMENT

Attachment J

W. LOCAL WORKFORCE INVESTMENT BOARD RECERTIFICATION REQUEST

~~Local Workforce Investment Board Recertification Request will be included as~~ ATTACHMENT K ~~on Nov. 1st.~~