

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

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 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 several levels of management and administration. The survey was conducted in fall 2011 and as a result, a complete report was published in June 2012. This report 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 a wide-ranging survey 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 metro area. Ultimately, 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 Region 15 specifically, Metals Manufacturing is recognized as a key economic driver. Clackamas 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:

	Males	Females
Ages:		
14-18:	222	400
19-21	559	1,573
22-24	886	3,196
25-34	4,230	15,319
35-44	4,613	13,798
45-54	4,113	14,010

Section 1: Local Strategic Plan

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.

	Males	Females
Ages:		
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. (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:

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 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 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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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 while 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.

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)
- 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 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

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

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<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 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 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.

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.

Assessment	•Examples: Common assessment tools; career advisement
Career/Work Readiness and Preparation	•Examples: Career-Related Learning Experiences, “Essential Skills,” National Career Readiness Certificate (NCRC)
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. 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.

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. 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.

The impetus for the Annex was the anticipation of severe budget cuts in July 2011 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 that had previously been the site for a TANF employment program and a WIA service provider. The result is

a site with eight funding streams, 18 staff, 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. 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 develop a common policy for center certification. Because this effort has stalled, 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 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.

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*

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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 feedback was received both formally and informally 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?

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. The Workforce Investment Council will prepare an annual report in June to the board on the progress made toward achieving the goals. 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.

Barrier	Root Cause
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<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>
<i>Geography</i>	<i>Serving people living in rural Clackamas County</i>

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

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	Clackamas County	<ul style="list-style-type: none"> Multiple funding streams -DHS/JOBS Contract -Corrections Funding -Clackamas County funding -WIA funds 	employers.	
	Clackamas Community College	<ul style="list-style-type: none"> Customized Training Department Access to employers through multiple avenues including the curriculum advisory committees 	<ul style="list-style-type: none"> Engage and share information with employers. 	Same as above
	Clackamas ESD	<ul style="list-style-type: none"> Access to employers Summer Youth Academy program that connects youth with area employers 	<ul style="list-style-type: none"> Engage and share information with employers. 	Same as above
	Express Employment Professionals	<ul style="list-style-type: none"> Strong relationship with more employers 	<ul style="list-style-type: none"> Engage and share information with employers. 	Same as above
	Clackamas County Business and Economic Development	<ul style="list-style-type: none"> Initial contact for potential new employers to the area Relationships with existing employers 	<ul style="list-style-type: none"> Engage and share information with employers. 	Same as above
Certified Work Ready Communities	Agency/Program	Resources	Activities	Outcomes
	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 	<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 	<p>Region 15 becomes a Certified Work Ready Community by June 30, 2015 by accomplishing the following goals:</p> <p>Current Worker NCRC</p>

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		Board of Directors	<p>and internships for Adult, Dislocated Worker, and Youth programs</p> <ul style="list-style-type: none"> • Build partnerships to assist with referrals, testing, and outreach • Educate employers and targeted job seekers on the value of NCRC Plus 	<p>goal: 67</p> <p>Emerging workforce NCRC goal: 708</p> <p>Transitioning worker NCRC goal: 2,155</p> <p>Letters of Commitment obtained from employers: 302</p>
	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
	Community Solutions for Clackamas County	<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 NCRC test takers 	Same as above
	Education partners: Clackamas	<ul style="list-style-type: none"> • Trained staff • Employment team outreach for 	<ul style="list-style-type: none"> • Staff referrals to testing and training programs 	Same as above

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	Community College and Clackamas ESD	<ul style="list-style-type: none"> • letters of commitment • Testing space • Trained proctors • Access to the emerging and transitioning workforce 	<ul style="list-style-type: none"> • 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 	
	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
	Clackamas County Business and Economic Development	<ul style="list-style-type: none"> • Access to employers 	<ul style="list-style-type: none"> • Inform and educate employers on the benefits of preferring the NCRC in hiring 	Same as above
	Business Partners: CCBA, Express Personnel, Manufacturing	<ul style="list-style-type: none"> • Access to employers and industry knowledge • Help obtain letters of commitment from employers 	<ul style="list-style-type: none"> • Promote the NCRC as a tool used in hiring 	Same as above

Section 1: Local Strategic Plan

	21, Chambers of Commerce, etc.	preferring the NCRC		
System Innovation				
Strategy	Agency/Program	Resources	Activities	Outcomes
<i>Strategy 1</i>	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
<i>Strategy 1</i>	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
<i>Strategy 1</i>	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
<i>Strategy 1</i>	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	<p>region for economic development efforts</p> <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	
<i>Strategy 2</i>	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
<i>Strategy 2</i>	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

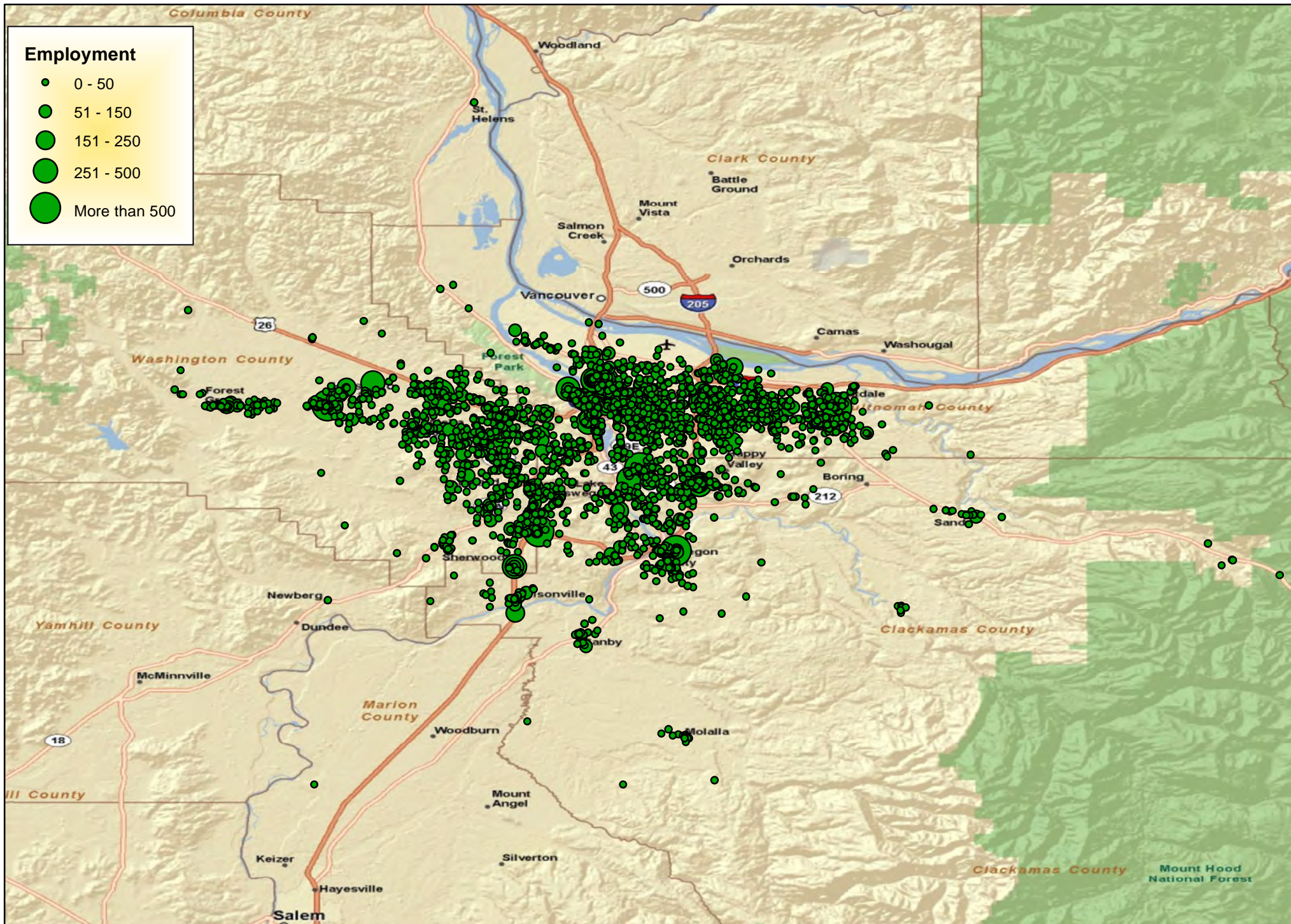
<i>Strategy 2</i>	Economic Development	<ul style="list-style-type: none"> • Employer outreach for obtaining letters of commitment for the NCRC 	<ul style="list-style-type: none"> • Talk to employers about preferring the NCRC in hiring practices 	Same as above
<i>Strategy 2</i>	Business Partners: CCBA, 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
<i>Strategy 3</i>	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
<i>Strategy 3</i>	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

Health Care (621,622,623) in Portland Metro, 2010

Attachment I-a





PORTLAND METRO – SOUTHWEST WASHINGTON

Regional Health Care Workforce Report

An Industry Update from the
Columbia-Willamette Workforce Collaborative

June 2012





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This Report: A Local Snapshot

State- and county-level workforce analysis is inadequate to capture the characteristics and trends of our region's workforce. Our metro area has a mobile population, not afraid to cross county and state lines to work. The Columbia-Willamette Workforce Collaborative, therefore, takes a regional approach to researching, analyzing, and strategizing with local industry about workforce issues because we have a common labor pool and a truly regional employment marketplace. This report compiles information specific to our six-county region, and combines two types of local data – a regional industry employer survey, integrated with local labor market data – to give a clear view of job opportunities, growth, and training needs in our region for the area's fastest-growing sector: health care.

The Columbia-Willamette Workforce Collaborative

With an area of more than 6,600 square miles, a population over 2.2 million, a workforce of nearly 1.7 million, more than 50,000 businesses, two states, and six counties, the Portland-Vancouver Metropolitan Area is a vibrant, diverse, and complex region.

In full appreciation of the unique local jurisdictions that comprise the region, we believe there are significant advantages to building a regional approach to workforce development and talent management. The quality of the region's workforce is a primary driver of economic development and the region's overall economic health. We know that the regions which most effectively manage their talent are likely to be more competitive and attract the quality of jobs people need to support themselves and their families. We understand that people are willing to travel throughout the region for the best opportunities and that businesses need the most qualified workers regardless of where they live. We know we need 21st century solutions to solve 21st century problems.



To this end, the Workforce Investment Boards representing the Portland – Vancouver metropolitan area have developed a unified approach to serve industry, support economic development and guide public workforce investments. The Columbia-Willamette Workforce Collaborative aligns our capabilities and resources to improve the region's ability to leverage and layer funding streams, to coordinate ideas and strategies, to pursue resources and fill gaps, and to link workforce supply and industry demand. Partners in the Collaborative are:

- Southwest Washington Workforce Development Council (Clark, Cowlitz, Wahkiakum Counties)
- Workforce Investment Council of Clackamas County (Clackamas County)
- Worksystems, Inc. (City of Portland, Multnomah, and Washington Counties)

Data Sources

Local Employers' Input

In 2011, the Collaborative conducted a survey unique to the regional laborshed. More than 250 responses from local employers and industry associations included input from several levels of management and administration—executives, human resource directors and department directors. Responses were analyzed not only by facility type and size of employer, but also by position within the organization, which provides a better understanding and refinement of market segmentation based on specific needs.

Respondents included:

Avamere Sherwood Operations LLC • Care Center Health & Specialty Center • Cascadia Behavioral Healthcare Inc. • Cherry Blossom College • Forest Grove Rehabilitation and Care Center • Good Samaritan Society, Fairlawn Village • Harmony Guest Home • Kaiser Permanente Northwest • Lawrence Convalescence Center • Marquis Care at Centennial • Multnomah County Health Department • Oregon Reproductive Medicine • Pacific Gardens • Parkview Christian Retirement Community • Prestige Care, Inc. • Providence Elder Place • Providence Health and Services • PSA Health Care • Services for All Generation Enterprises • Sinai Family Home Services • Southwest Washington Medical Center • Terwilliger Plaza • The Portland Clinic • Walgreen Company • Washington County • Washington State Employment Security Department

Respondents to the survey represent a cross section of health care providers in the region, and the majority of respondents have worked in the health care industry more than 20 years.

Labor Market Data

Survey results were analyzed in conjunction with data from the Economic Modeling Specialists, Inc. (EMSI), Integrated Postsecondary Education Data System (IPEDS), Job Corps, Oregon Bureau of Labor and Industries (BOLI), Oregon Department of Education (ODE), Oregon Employment Department (OED), Oregon Healthcare Workforce Institute (OHWI), and Washington State Employment Security Department (ESD). These sources provided on-the-ground information regarding 31 fields of health care training, training completer data, projected job growth and openings, and workforce demographic data.

Executive Summary

Research and data analysis indicate that the health care sector will continue to thrive and grow in the Portland-Vancouver metro area over the next five years. The metro area laborshed includes highly skilled health care practitioners, clinicians and technicians. The region's health care training programs are for the most part producing an adequate number of credentialed individuals to meet the projected demand for certified workers. While many comparable metro areas across the country face urgent shortages in core occupations like Registered Nurses and Medical Laboratory Technicians, the Portland-Vancouver area has been safeguarded from such shortages by a responsive system of post-secondary institutions that has adapted and expanded training programs to keep up with anticipated demand. The region was also safeguarded from many of these shortages due to the significant number of individuals who chose to enter training during the Great Recession. In recessions, individuals often seek a greater economic path through training when employment is not a short-term option; increased health care training was one beneficiary of this additional demand.

While the metro area does not currently face major occupational shortages, certain policy, demographic, and economic trends will impact the skills required of the health care workforce locally, largely mirroring patterns across the state and nation. Trends will necessitate the re-training and continued education of practicing health professionals, and the augmentation or re-structuring of credentialing programs to incorporate key skills brought to relevance by circumstances, including:

- **National Health Care Reform:** The Affordable Care Act (ACA) will increase the total number of insured residents and place greater demand on local health care organizations. ACA also requires health care organizations to move away from paper and toward electronic health records (EHR).
- **Coordinated Care in Oregon:** In an attempt to lower costs, Oregon will restructure the way Medicaid services are delivered state-wide by shifting spending toward prevention and chronic illness management, and away from emergency visits. Coordinated Care Organizations will emphasize team-based and patient-centered care.
- **Demographic Shifts:** Our population will trend older with longer life expectancies, and will be more racially and ethnically diverse.
- **ICD-10:** The U.S. will inevitably adopt this international medical classification language established by the World Health Organization, though adoption has been postponed again.

With these trends impacting workforce demands, local employers participating in our 2011 survey identified the following skill enhancement, recruitment, and training priorities:

- **Enhanced/Specialized Skills and Knowledge** (for both the existing workforce and credential-seekers):
 - Specialization in Geriatric Care
 - Computer Skills and Electronic Health Records Training
 - Cultural Competency and Bilingual Skills
 - Collaboration/Communication/Teamwork Skills (for delivery of team-based care).





► **Recruitment, Training and Retention of Diverse Workers:**

- The Portland-Vancouver metro area's demographic trends mirror the country's: the overall metro area population is in the midst of an 18 percent increase (2001 through 2021), with well over half of the increase (59 percent) coming from minority populations. As the consumer population diversifies, it will be increasingly important for the workforce to reflect the population being served.

► **Leadership Training for Succession Planning and Retention:**

- Long-tenured clinicians, talented in care delivery, do not necessarily have management skills. The industry faces a leadership gap as the health care workforce ages into retirement along with the rest of the population, and significant supervisory training will be required to train the next generation to run systems and manage people. Leadership development and retention initiatives are high priorities in long-term care, where high attrition forces employers to constantly re-hire and train.

► **Coding:**

- All relevant health workers will have to learn ICD-10 and change the way they currently code diseases, symptoms, external causes, and many other factors to get reimbursed for services delivered.

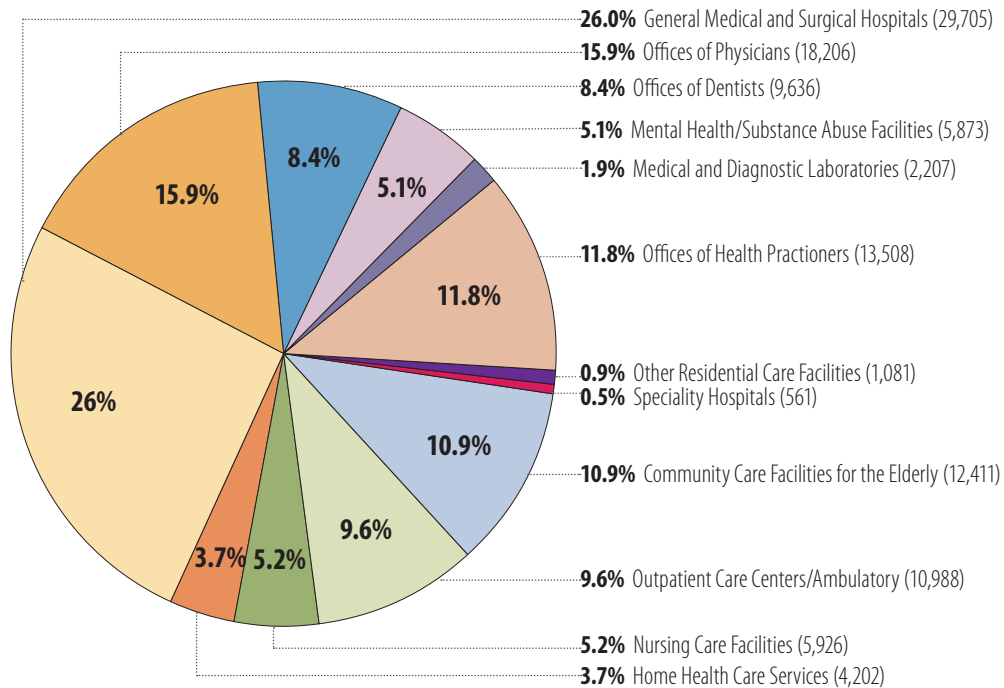
► **Non-Traditional Health Workers (NTHWs):**

- With Coordinated Care emerging in Oregon and a focus on prevention, our region will experience a growing need for Community Health Workers, Peer Wellness Specialists, and Personal Health Navigators.

This report provides an overview of health care labor market information and regional training capacity for key health careers, supplemented with background data from the employer survey that supports the training and workforce needs described above.

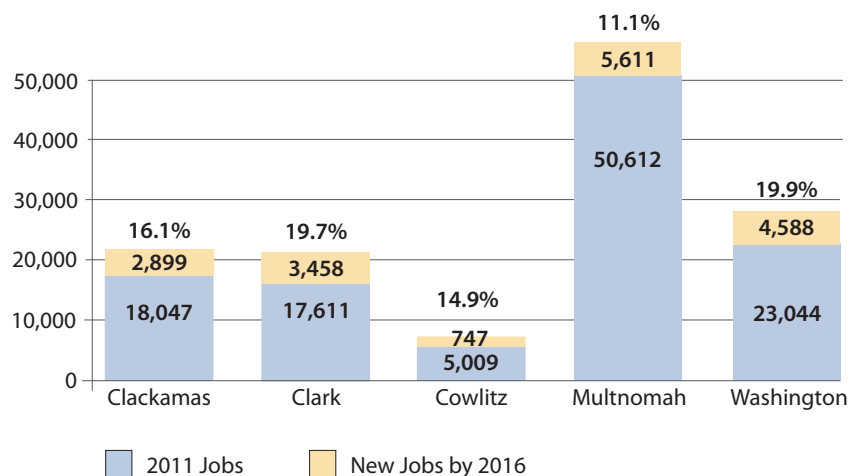
Workforce Snapshot

2011 Health Care Industry: Employment by Sector



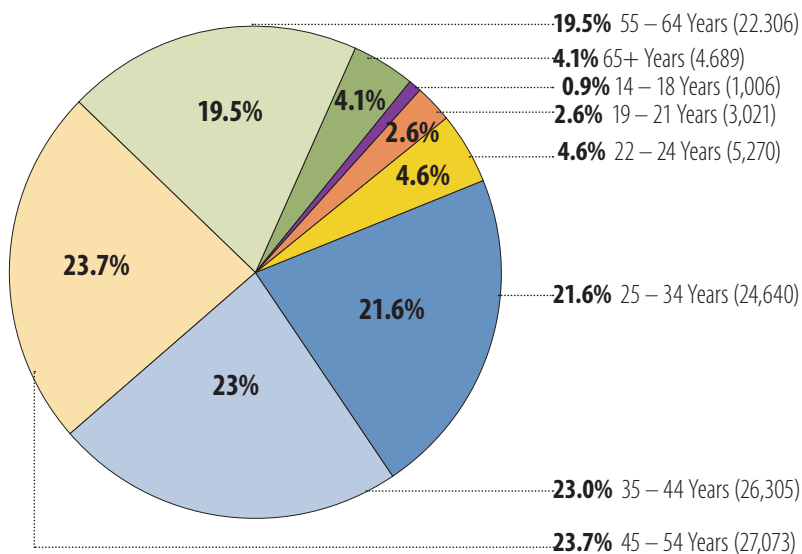
Of Note: The average industry wage across the metro area is \$61,026 annually.

Health Care Employment and Projected Growth by County



Of Note: Washington County is projected to have 19.9 percent total industry growth over 5 years, the highest growth rate in the region. These data do not include openings due to replacement/retirement.

2011 Health Care Industry: Employment by Age



Overall, 47.3 percent of the health care workforce is 45+, including nearly a quarter of the workforce over 55. This is a high rate compared to other industries: only 39.8 percent of the local Software/IT industry is 45+. The nursing continuum trends older than most other occupations:

- 61.8 percent of RNs are 45+, including 29.5% who are 55+
- 54 percent of LPNs are 45+, including 30% who are 55+

Employment in Nursing Care Facilities and via Home Health Care is far less prevalent per capita (47 percent and 37 percent of average, respectively) in our region than in other regions around the country. The Portland-Vancouver metro area, on the other hand, has a significantly greater prevalence of employment per capita in Community Care Facilities for the elderly (over 200 percent the national average). These Community Care Facilities tend to be assisted living facilities with many social and recreational services that also have nursing facilities onsite, but where nursing is not necessarily the primary service delivered.

While direct patient care and diagnostics make up most of the health care workforce, **there are a large number of non-medical jobs significant to the health care industry** because they provide support to the operations, including:

- Food prep/servers (998 jobs)
- Maids/Housekeepers (957)
- Recreation Workers (553)
- Cooks (485)
- Maintenance/Repair (411)

Training Snapshot

While it is clear that fields like nursing that are in demand, the data reveal that we currently have adequate graduates to fill local needs. For the most part, our region's training providers have successfully stayed ahead of demand by expanding program offerings in anticipation of growth. As you can see from this chart, there are very few occupations for which growth is outpacing the credentialing rate. Completer information below reflects 2010 graduates from directly related, formal, local programs and is not a complete indicator of labor supply. Only those programs represented in the IPEDS database and through ODE are included.¹

Regional Training and Degree Program Graduate Data

Graduates and credentials compared with expected openings and 2011 employment figures				Types of credentials granted			
Occupational Training	2011 Cluster Jobs	Annual Openings 2011-16 ²	Annual Completers 2010	Cred <2years	AAS	BS	MS
Registered Nurse	14,277	872	1,140	0	400	774	0
Medical Office Admin/Reception/Coding & Billing	13,429	1,151	439	394	45	0	0
Nursing Aides, inc. Home Health Aides & CNAs	11,244	656	1,504	1,504	0	0	0
Medical Assistant	4,025	201	1,259	1,059	200	0	0
Dental Assistant	3,076	166	413	413	0	0	0
Pharmacy Technician	2,790	190	291	284	7	0	0
Dental Hygienist	1,670	91	86	0	57	29	0
Health Information/Records Technician	1,380	69	65	44	21	0	0
Radiologic Technician/Radiation Therapist	1,250	57	55	1	46	8	8
EMT/Paramedic	1,116	69	26	2	24	0	0
Licensed Practical Nurse	1,111	76	283	283	0	0	0
Mental Health/Substance Abuse Counselor	1,052	118	104	9	46	0	49
Medical Administrator/Health Service Managers	1,032	72	128	0	81	17	30
Physical Therapy Technician	679	35	23	0	23	0	0
Dieticians	632	48	28	0	0	0	28
Medical Laboratory Technician/Assistant	522	42	40	13	27	0	0
Occupational Therapist	446	32	36	0	0	6	30
Surgical Technician/Technologist	439	40	62	47	15	0	0
Respiratory Therapist	373	30	29	0	29	0	0
Physician Assistant	290	30	82	0	0	3	79
Dental Lab Technician	141	20	15	5	10	0	0

1 CNA/Nursing Aide completer data reflects 2010 completer data from Integrated Postsecondary Education Data System (IPEDS) and ODE, but is also supplemented with 2009 completer data from OHWI's 2010 report.

2 Annual Openings listed here include growth and replacement/retirement jobs, but do not account for everyday hires and separations (job churn).

Of Note: Applicants to Washington state LPN and RN programs are often required to hold a current license as a certified nurse assistant (CNA). Not all CNA completers are vying for those same openings.



Occupational Demand and Training Analysis

The “Nursing Crisis”

The widespread nursing crisis is not a problem locally—yet. A projected nursing shortage a decade ago caused local nursing programs to ramp up output of credentialed nurses, particularly in Bachelor of Science in Nursing programs. This has created a scenario in the metro area where a national shortage of nurses has little relevance on the ground. In fact, as health organizations face budget challenges and decrease nursing residency programs, opportunities for freshly trained nurses have waned, resulting in a fierce job market for recent nursing program graduates, many of whom are unemployed for a year or more after program completion. With nearly 30 percent of nurses age 55+, however, there is a looming retirement boom that will create a lot of opportunity in this field.

An Adaptive Post-Secondary Community

EMTs/Paramedics and Medical Technologists are both in high demand, but 2010 completer data indicate a lack of training capacity locally. In 2010, there were no bachelor’s degree programs that would fill the annual regional demand for 58 Medical and Clinical Laboratory Technologists. In response to this need and indicative of responsive regional training providers, a joint Oregon Institute of Technology-Oregon Health Sciences University Clinical Laboratory Science program will kick off at OIT’s Wilsonville campus in September 2012 to help fill this void. Similarly, OIT’s Wilsonville campus will host a new AAS Paramedic program starting in June 2012 to meet the labor gap indicated on page 9.

Advanced Practice Nurses

Because labor demand does not yet account for advanced practice nurses, this set of specialty occupations is not included in the chart on page 9. There is clearly demand for mid-level providers, however, as seen in the Physician Assistant demand data. IPEDS indicate that the region trained at least 71 Master-level nurses in 2010.

Overtraining

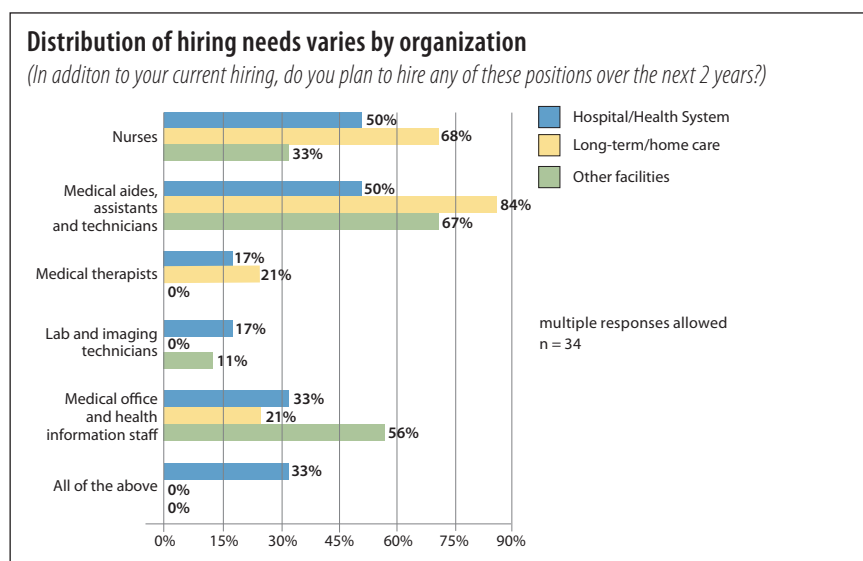
For a number of occupations (including Medical Assistants, LPNs, Dental Assistants, and Pharmacy Technicians), our region is over-producing credentialed workers for the anticipated growth. There will be jobs available in these fields as they continue to be in demand, but people seeking to enter these fields should identify programs that have a track record of job placement, as competition will be extremely high (especially for jobs in the best facilities, and/or with the best pay and benefits).

Of Note: Our region is currently on track to train 6.3 Medical Assistants and 3.7 LPNs for each projected job opening.

Training Gaps

There are currently no Electrocardiograph Technology, Medical Sonography, or Occupational Therapy Assistant AAS programs in our region despite the fact that the corresponding careers are all projected to grow.

Occupations with high demand but no local training program		
	2011 Cluster Jobs	Total Openings 2011-16
Electrocardiograph Technologists and Technicians	269	65
Medical Sonographers	262	65
Occupational Therapist Assistants and Aides	178	40

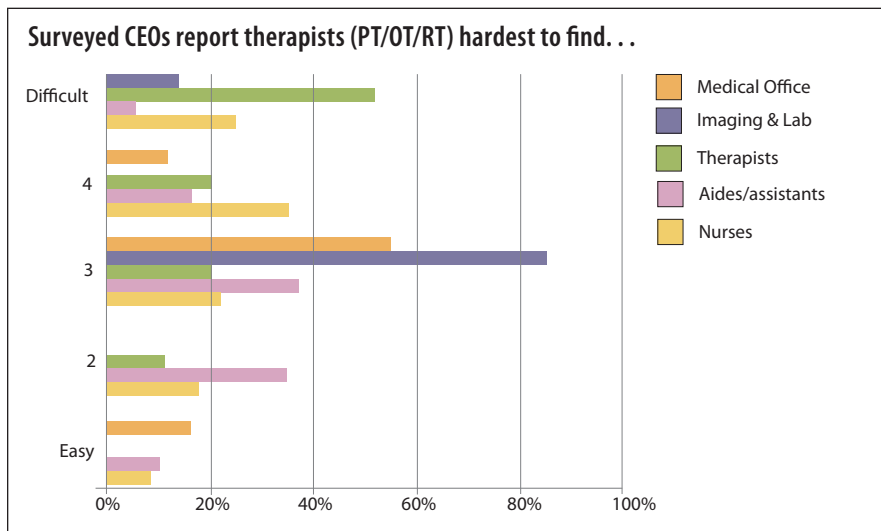


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Hard-to-find Workers

Roughly 50 percent of health provider executives report Occupational, Physical, and Respiratory Therapists as “difficult” to find in the labor marketplace. The table below shows that regional production of credentials is staying roughly even with demand, but many of these highly skilled graduates likely return to their city of origin or move out of area after programs are complete, creating a gap in supply of these workers locally.



Recruiting outside the region

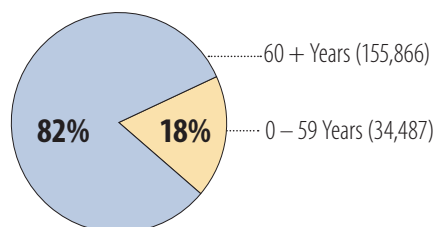
Our respondents indicated that most hiring comes from the local workforce, but for some job types, including health information technicians, as much as 50 to 75 percent of workers were recruited from outside the region.

The Impact of Demographic Shifts on Required Skills of the Health Care Workforce

Age

As exhibited in the chart of page 8, the health care workforce is aging. This mirrors the general population in the metro region: between 2011 and 2021, the metro population is due to grow by 8.6 percent (190,171 people added). The age profile will change to reflect the aging of the “baby boom” generation. Seniors (60+) will be 23 percent of the population in 2021, up from 18 percent in 2011; an increase of 155,686 individuals.

2011–2021 Population Growth by Age

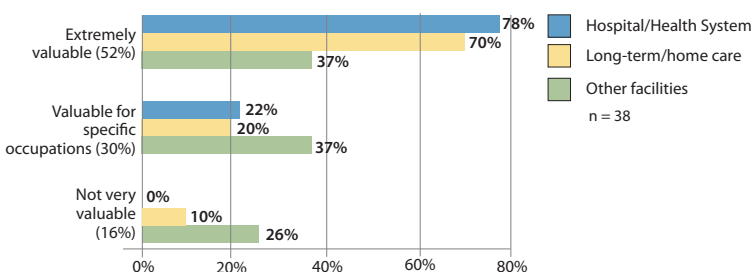


This disproportionate growth in the older population will necessitate a workforce that can respond to the needs of seniors with chronic medical conditions, including mental health concerns. Medical personnel will need to engage in preventive and proactive care strategies that keep older patients healthy and out of acute care and emergency settings.

Gerontology, Mental Health, and Nutrition training were highlighted by employers as priorities for new and existing workers.

Gerontology training valued by hospitals and long-term care

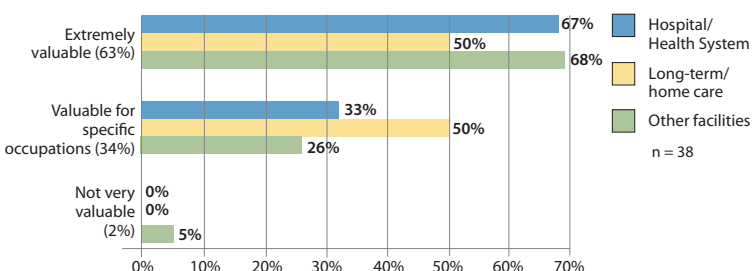
(To what extent would more basic knowledge and skills in gerontology be of value in your nursing and allied health staff?)



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Mental health training is valued more broadly across all occupations

(To what extent would more basic knowledge and skills in mental health be of value in your nursing and allied health staff?)



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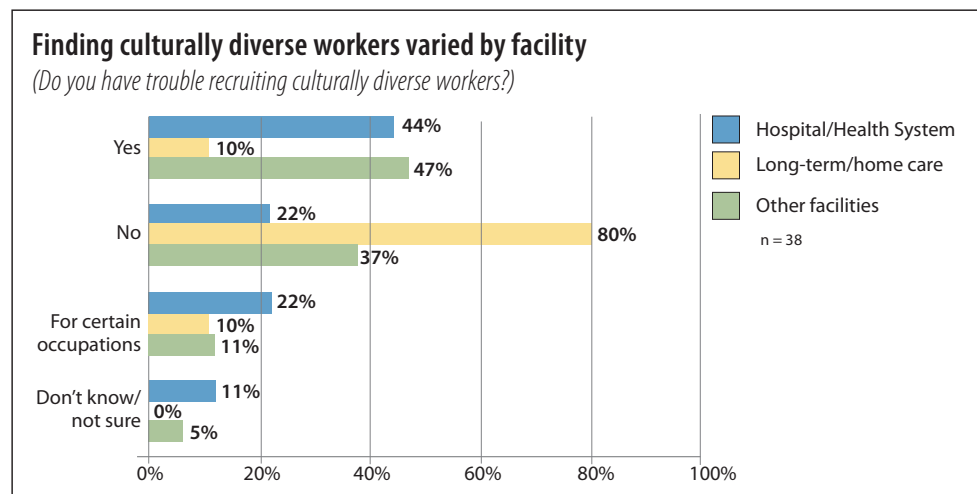


Race and Ethnicity

Of the 190,171 people projected to be added to the metro area population by 2016, 59 percent are projected to come from racial and ethnic minority populations. Growth projections are especially high in the Hispanic community. This shift in the population will increase the value of workers who are culturally competent, bilingual, and who themselves come from the communities that are experiencing rapid growth.

Survey respondents cited a desire to have a more culturally diverse workforce. Hospital, health systems, and ambulatory care reported more difficulty in finding culturally diverse workers than long-term or home health care organizations. Culturally diverse workers were most difficult to find in middle skill occupations such as nursing, mental health counseling, and therapy, as well as supervisory and mid-management positions.

In follow-up conversations with survey respondents, many have highlighted a need for strategies to attract more culturally diverse and multilingual youth into health careers.



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Other Employer-Identified Skills Required of the Health Care Workforce

Technology

As the nation moves to adopt electronic health records (EHR), a quarter of survey respondents (especially hospitals and clinics) indicated that EHR will impact their workforce training strategy over the next two years. Thirty-six percent of respondents indicated they would seek outside training assistance to support EHR training. Many employers also indicated a need to train existing workers at all levels in basic or intermediate computer skills prior to EHR training.

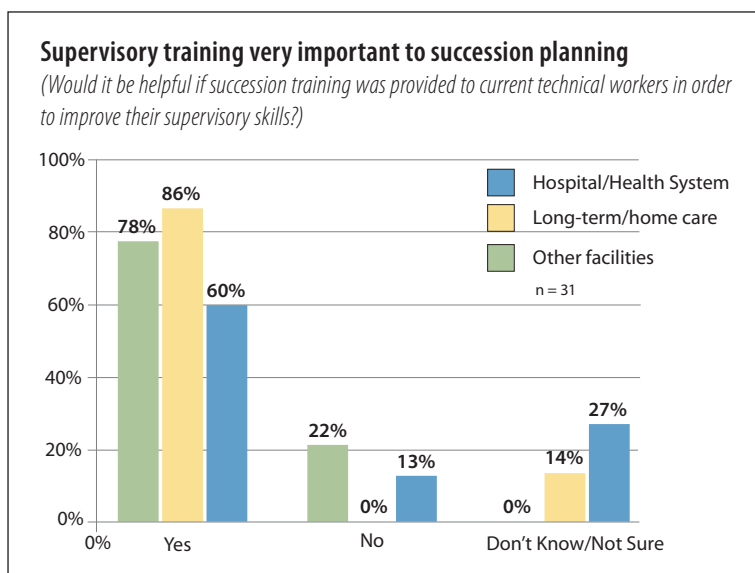
Supervisory Skills

Succession planning is a significant concern as the health care workforce ages, particularly for hospitals and health systems. Attrition is a large concern for long-term care facilities. As a result of these factors, employers indicated a need for supervisory training for new and existing workers.

ICD-10

Employers indicated a strong need for training in ICD-10, a new medical coding language. The greatest impact appears to be in hospitals and larger health care systems. Over 40 percent of survey respondents indicated they would be likely to seek training due to the new regulatory requirements around ICD-10. As ICD-10

diagnostic and procedure codes are used for insurance billing and reimbursement, it's especially imperative for larger health care systems to have staff well-trained in this area. While initially set to be implemented October 2013, as of this report's publication, ICD-10 implementation has been postponed beyond that date.



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Soft Skills/Communication/Teamwork

Employers indicated a widespread need to enhance soft skills for existing health care workers to prepare them for health care reforms, including coordinated and accountable care organizations, as well as changing patient demographics. Soft skills were identified in the survey as the most needed skills for incumbent workers, only behind technology. Specific skills most commonly named include customer service, verbal and written communication, teamwork, and conflict resolution.



The Impact of Oregon's Coordinated Care Framework on the Health Care Workforce

In 2012, the Oregon Legislature passed legislation to overhaul the delivery of Medicaid services for residents on the Oregon Health Plan. The ultimate goal of the overhaul is to provide superior care for less money through better alignment, more efficient delivery, and a focus on person-centered care and prevention. Key to the new delivery structure will be Coordinated Care Organizations governed by stakeholders including local health care providers and community members. Payment through this system will be based on health outcomes instead of services delivered, shifting the incentive away from expensive treatment and toward cost-effective prevention activities. CCOs will ensure alignment of mental health, primary, and dental care through a team-based approach.

Workforce impacts of the legislation are still largely unknown, but there are a few points to consider:

- Practitioners, clinicians, and other health care workers in team-based settings will be required to collaborate effectively, amplifying our survey respondents' call for an increase in soft skills and teamwork strategies.
- There is a clear, but as yet unquantified, need for what the state calls "Non-Traditional Health Workers," who will provide guidance to the community in roles that will bridge social and medical service delivery. Key roles within NTHW professions include:
 - 1) Outreach and Mobilization
 - 2) Community and Cultural Liaising
 - 3) Case Management, Care Coordination, and System Navigation
 - 4) Health Promotion and Coaching

The table on the next page summarizes these roles.

Non-Traditional Health Workers and Their Roles

Community Health Worker	<p>An individual who promotes health or nutrition within the community in which the individual resides. Key functions include, but are not limited, to:</p> <ul style="list-style-type: none"> • Serving as a liaison between communities, individuals and coordinated care organizations • Providing health or nutrition guidance and social assistance to community residents • Enhancing community residents' ability to effectively communicate with health providers • Providing culturally and linguistically appropriate health or nutrition education
Peer Wellness Specialist	<p>An individual who provides peer-delivered services to an individual with similar life experience, under the supervision of a qualified Clinical Supervisor. A Peer Wellness Specialist must complete an Addictions and Mental Health-approved training program and be:</p> <ul style="list-style-type: none"> • Trained to deliver physical health promotion, and disease prevention and intervention activities for individuals who experience mental health and substance abuse challenges and • A self-identified person in recovery from a substance use disorder, who meets the abstinence requirements for recovering staff in alcohol and other drug treatment programs <p>or</p> <ul style="list-style-type: none"> • A family member of an individual who is a current or former recipient of addiction or mental health services.
Peer Health Navigator	<p>An individual who provides information, assistance, tools and support to enable a patient to make the best health care decisions in the person's particular circumstances and in light of the patient's needs, lifestyle, combinations of conditions and desired outcomes.</p>

Information from Oregon Health Authority's report "The Role of Traditional Health Workers in Oregon's Health Care System."

Workforce Investment Boards

WIBs

Workforce Investment Boards coordinate and leverage workforce strategies with education and economic development stakeholders within local communities, to ensure that state and local workforce development and job training programs meet the needs of employers. They aim to prepare and promote a highly skilled and adaptive workforce for a healthy, sustainable economy. The Portland Metro and Southwest Washington region is serviced by three boards: **Worksystems, Inc.** (City of Portland, Multnomah and Washington Counties), **Workforce Investment Council of Clackamas County** (Clackamas County), and the **Southwest Washington Workforce Development Council** (Clark, Cowlitz and Wahkiakum Counties).

Collective Action = Collective Impact

The three boards align their capabilities and resources to improve the region's ability to leverage employment funding streams, coordinate job-search-and-hire strategies, and link workforce supply and demand. Together, they invest and oversee tens of millions of dollars in federal, state, and local employment and training resources. They are joined by labor, education, community-based and public sector members to form a unified point of contact for all local workforce development initiatives.

The Portland metro region WIBs have developed a unified approach to support industry and economic development and guide workforce investments within their common laborshed. This regional partnership aims to assure alignment and prioritize a collective response when it is in the best interest of the workers and businesses of the region.



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Of Note: Please contact your local Workforce Investment Board for more detailed survey summaries at

- www.swwdc.org
- www.wicco.org
- www.worksystems.org