

WORKFORCE INNOVATION AND OPPORTUNITY ACT **LOCAL PLAN**

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MID-WILLAMETTE VALLEY

- ▶ **Business**
- ▶ **Job Seekers**
- ▶ **Youth**
- ▶ **Employed Workers**

JULY 1, 2024

JUNE 30, 2028



WILLAMETTE WORKFORCE
PARTNERSHIP



Contact Us (503) 581-1002
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Dear Partners and Stakeholders,

WWP is pleased to present the Local Unified Plan of the region, covering the period from July 1, 2024, to June 30, 2028. This plan, aligned with the Workforce Innovation and Opportunity Act of 2014 (WIOA), is our commitment to enhancing the workforce development in our region. WIOA, as the national cornerstone of workforce development legislation, emphasizes a one-stop service delivery approach, focusing on quality, business-driven strategies, and customer-centered operations tailored to regional economic needs.

Our Local Unified Plan is built upon on our Strategic Plan and priorities and is a comprehensive blueprint outlining the anticipated employment opportunities, workforce requirements, and essential services needed to develop a skilled and credentialed workforce. It aligns closely with the needs of regional businesses, ensuring that we are not just responding to current demands but are also preparing for future economic shifts and labor market trends.

Looking ahead, we anticipate significant changes in our region's demographic composition and employment landscape by 2028. Our plan addresses the need for a diverse range of skills across various sectors, including healthcare, transportation, construction, hospitality, and manufacturing. In response to these anticipated changes, we are proactively building on strong existing partnerships with educational institutions, local governments, businesses, and community organizations to collaboratively address the unique workforce needs of the Mid-Willamette Valley. This approach allows us to devise strategies that are mutually beneficial for both employers and job seekers.

We invite you to join us in shaping a prosperous future for the Mid-Willamette Valley. Together, we can build a workforce that is not only skilled and competitive but also capable of thriving in the global economy.



Kim Parker-Llerenas
Executive Director



WILLAMETTE WORKFORCE
— PARTNERSHIP —

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Section 1: Vision and Leadership

1.1 20 CFR 679.560(a)(5): Strategic Vision and Goals

- A. Provide the local board's strategic vision and goals for its local workforce system;
- B. Describe how the local board's strategic vision and goals:
 - Support economic growth and economic self-sufficiency (as defined) in the local area;
 - Prepare an educated and skilled workforce for work or to attain employment, including youth and individuals with barriers to employment in the local area and
 - Provide performance accountability in the local area, including WIOA primary indicators of performance.

1.1 A.

Willamette Workforce Partnership (WWP) serves as a regional convener within the local workforce development system in the Mid-Willamette Valley with strategies that reflect of our mission:

Through collaboration, training, and outreach, Willamette Workforce Partnership effectively drives results that lead to a skilled workforce.

WWP is dedicated to innovative strategies that enhance career seekers' skills and knowledge, aligning with employers' talent needs. As the region's leading workforce agency, WWP continues to successfully increase the number of job-ready residents pursuing career pathways. The board aims to broaden its impact by improving access to education, training, and employment for diverse populations through strategic investments.

In 2023, WWP engaged the Board of Directors, local elected officials, and community partners to review and refresh the WWP Strategic Plan and Strategic Priorities. The Board's focus includes implementing key strategies like effective workforce service delivery, active employer engagement, and tackling community-level workforce challenges. Below are WWP's key strategies:



Key Strategy 1: Invest in programs and partnerships that lead to a skilled workforce.

- Invest in workforce service delivery that maintains and enhances access to services for those in need in the Mid-Willamette Valley.
- Enhance the workforce system's provision of skills training by connection to educational and training opportunities.
- Expand the impact of training dollars through innovative partnerships.



Key Strategy 2: Offer workforce services that lead to a thriving employer community.

- Engage with employers to identify needed skills.
- Help employers develop strategies to recruit and retain a diverse workforce.
- Develop solutions to employers' current workforce challenges, including essential skills deficiencies, certification and training, advancement, and retention.
- Provide opportunities for employer-to-employer problem-solving discussions.



Key Strategy 3: Serve workforce needs that go beyond employment and training services and lead to thriving communities.

- Participate as a workforce advocate in community discussions that address housing, childcare, transportation, and internet access.
- Promote opportunities for individuals to remove barriers in preparation for training and employment.
- Provide workforce solutions for underserved, historically marginalized adults and youth populations.

1.1 B.

WWP is dedicated to fostering economic vitality and workforce agility in the Mid-Willamette Valley through strategic initiatives that align with the broader objectives of economic growth, self-sufficiency, and workforce education. Our vision is that *the Willamette Valley has a vibrant economy and prosperous communities through a dynamic, engaged, and innovative workforce*, and our goal is to cultivate a skilled workforce through collaboration, training, and outreach that drives measurable results. In our commitment to supporting economic growth, WWP strategically invests in workforce service delivery to enhance accessibility for those in need. Doing so stimulates immediate economic growth and nurtures long-term resilience by ensuring comprehensive access to essential services.

Supporting Economic Growth and Economic Self-Sufficiency

The WWP strategic goals were developed to promote economic vitality in the Mid-Willamette Valley. By channeling investments into workforce service delivery and enhancing accessibility, WWP fuels immediate economic growth and bolsters long-term resiliency. Aligning our investments with the Self-Sufficiency Standard for Oregon, we ensure that our programs resonate with the local area's unique needs, focusing on skill development and creating employment opportunities that usher in self-sufficiency for those we serve. This strategy extends to areas foundational to workforce success, such as housing, childcare, transportation, and internet access (**Key Strategy 3**). By addressing these fundamental needs, WWP advocates for a workforce environment that supports not only training and employment, but also the holistic well-being of the community. This approach focuses on the direct impact of workforce service delivery improvements (**Key Strategy 1**) and the fine-tuning of our programs to meet employer needs (**Key Strategy 2**). This dual strategy not only cultivates economic self-sufficiency but also arms individuals with the crucial skills demanded by today's job market, which promotes personal and community prosperity. Central to this endeavor is the challenge we embrace: to set a definitive course for all regional workforce activities regardless of the funding sources. By thoughtfully deploying our limited resources, we aim to leverage the broader system and harness our collaborative partnerships with local employers to identify and address skills gaps. This ensures the preparation of a workforce that can fulfill both present and future market needs, which is a testament to our commitment to the economic and workforce development of the region.

Preparing an Educated and Skilled Workforce

WWP acknowledges that education and training are vital for creating a skilled and capable workforce prepared to fulfill the demands of our local economy. Our strategies center on this principle, connecting our community to educational and training resources.

Key Strategy 2 prioritizes collaboration with employers to identify essential market skills and devise strategies for recruiting and retaining a diverse workforce. This approach enables us to develop strategies that attract and maintain a wide range of talents, addressing workforce challenges like skill gaps and career development. This ensures our initiatives lead to real workplace improvements. Complementing this, **Key Strategy 3** expands our focus to include broader community needs beyond employment and training, such as housing, childcare, transportation, and internet access. This strategy emphasizes our role as workforce advocates, participating in community discussions to remove barriers to training and employment, especially for underserved and historically marginalized groups. This approach is integral to our mission of fostering holistic economic growth.

To support these strategies, WWP leverages **Key Strategy 1**, which stresses the importance of building strategic alliances with a wide network of partners, including local WorkSource centers, educational institutions, community organizations and private educational platforms. These partnerships amplify the impact of our workforce development programs. By identifying in-demand skills, WWP serves as a key intermediary, facilitating the inception of specialized training programs or matching job seekers with opportunities to learn skills or step into suitable job roles. Our strategic integration is fundamental. We understand that supporting individuals through education and training is crucial in developing an informed and competent workforce ready to meet local employers' expectations. Our goals align with this vision, ensuring that each initiative we undertake is a purposeful step towards enhancing the skills and opportunities within our community.

Providing Performance Accountability

WWP's Key Strategies represent efforts to align workforce development activities with a cohesive service delivery model that spans across programs, enhancing the efficiency and efficacy of these services. Our focus is on fostering a job-driven workforce system that aligns with the needs of businesses by providing them with a pool of skilled workers. Through these strategies, we aim to influence and improve performance metrics that stand as the definitive markers of our success. If we are on target with our objectives and goals, we anticipate seeing a marked enhancement in the regional employment rate, including youth employment, an uptick in the regional median earnings, and a boost in credential attainment accompanied by measurable skill gains among participants. This strategic approach aligns with the state's primary performance indicators for the Willamette Workforce Partnership workforce region, which was negotiated in 2022 and lasts until July 1, 2024. The current Workforce Innovation and Opportunity Act (WIOA) negotiated performance is outlined as follows:

Performance Measure	WIOA Title I – Adult PY2023	WIOA Title I- Dislocated Worker PY2023	WIOA Title I- Youth PY2023
Employment Rate 2nd Quarter after Exit	67.2%	66.5%	61.4%
Employment Rate 2nd Quarter after Exit	70.6%	70.9%	55.2%
Median Earnings 2nd Quarter after Exit	\$7,059	\$7,176	\$3,970
Credential Attainment Rate	72.6%	74.3%	59.7%
Measurable Skill gain	67.2%	73.1%	41.1%

1.2 WTDB 2023-2024 Strategic Plan Alignment (Oregon Requirement)

Describe how the local board's vision and goals align with and/or supports the vision, mission, and imperatives of the Oregon Workforce and Talent Development Board (WTDB):

The WTDB approved their [2023-2024 Strategic Plan](#) in March 2023.

Vision

Equitable Prosperity for All Oregonians

Mission

Advance Oregon through education, training, jobs and careers by empowering people and employers.

Imperatives

- An inclusive workforce system that advances equitable prosperity.
- Clear understanding of and improved use and impact of the workforce system.
- The WTDB is embraced by the Governor as an accountable convener, empowered facilitator and

informed advisor.

- Strategic and close alignment between education, economic development, and workforce development, including public and private partners.

1.2

WWP shares several key objectives with the Oregon Workforce and Talent Development Board's (WTDB) vision. Like the WTDB, WWP aims to advance local communities in the Mid-Willamette Valley through education, job creation, training, and career development initiatives, focusing on historically marginalized communities, individuals and employers. WWP's initiatives and strategies are designed to support WTDB's vision of equitable prosperity for all Oregonians by emphasizing the development of a skilled workforce, promoting educational and training opportunities, and aligning with the broader economic development goals of the state. This positioning ensures that WWP's efforts contribute effectively to the overarching objectives set by WTDB. Below is an outline of how WWP aligns with WTDB:

Investment in a Skilled Workforce

WWP and the WTDB emphasize strategic investments in programs and partnerships that cultivate a highly skilled workforce. The WTDB's approach centers on aligning educational and training initiatives to meet various industries' evolving demands effectively. Concurrently, WWP dedicates resources to enhancing workforce service delivery, seamlessly integrating skills training with broader educational opportunities. This dual strategy ensures a comprehensive and adaptive response.

Engagement with Employers

WWP acknowledges the critical role of employer involvement in shaping a responsive workforce. The WTDB vision, mission, and imperatives are strategically designed to synchronize workforce and educational systems with various industries' specific requirements. In parallel, the WWP initiative actively engages employers in identifying essential skills, thereby facilitating the development of targeted recruitment and retention strategies. This approach ensures that the workforce development efforts are closely aligned with real-world industry demands and employer expectations.

Addressing Workforce Challenges

The WTDB plan is designed to mitigate workforce shortages in key sectors deemed critical for the state's economic health. Simultaneously, WWP's key strategies focus on formulating practical solutions for prevalent issues such as deficiencies in essential skills, enhancement of certification processes, advancement in training methodologies, and improvement of employee retention rates.

Diverse and Inclusive Workforce Development

A key priority for both plans is the cultivation of a workforce that is both diverse and inclusive. The WTDB plan champions equity within workforce development, advocating for fair access to opportunities across all demographics. Similarly, WWP places significant focus on the attraction and maintenance of a workforce rich in diversity, with consideration given to the requirements of underserved and marginalized groups.

Community Involvement and Advocacy

The WTDB Plan engages directly with communities to build and improve local workforce development infrastructure. The WWP Plan addresses wide-ranging concerns such as housing, childcare, transportation, and

internet connectivity, acknowledging the essential role these elements play in comprehensive workforce development.

In essence, the WWP plan complements the WTDB plan by providing a more detailed local approach to executing key strategies such as workforce service delivery, employer engagement, and addressing community-level workforce challenges. Both plans share goals of creating a skilled, diverse, and inclusive workforce aligned with industry needs while also addressing broader socio-economic factors that impact workforce development.

1.3 Joint Priority Setting (Oregon Requirement)

Describe how the local board's goals, strategies, programs, and projects align with and will contribute to achieving the priorities established in September 2023 through Joint Priority Setting:

- Concretely improve the connection between employers and the workforce system consistent with economic development priorities.
- Concretely deepen the integration of K-12 education in the entire workforce system.
- Improve workforce system impact by investing new and existing targeted resources that support work-based learning.
- Advance equity by identifying and closing the most significant gaps in participant access to education, training, and job placement services.
- Complete necessary steps to align data in the WSO System to result in shared state and local performance reports/scorecards.

1.3

WWP's key strategies serve as tactical measures to execute the broader goals set through the Joint Priority Setting. WWP's key strategies are designed to promote economic development by enhancing collaboration between employers and the workforce system, addressing localized skills gaps, and fostering a comprehensive integration of education and workforce development. The alignment of these strategies with WTDB's priorities is evident in several key areas:



Investment in a Skilled Workforce

WWP's concentrated efforts to boost workforce service delivery and enhance skill development initiatives (**Key Strategy 1**) directly reinforce the priority of bridging the gap between employers and the workforce system, ensuring job seeker access to necessary services. By linking workforce development with educational entities, particularly K-12, WWP is instrumental in forming a foundational workforce education system. Expanding training impacts through partnerships is a forward-thinking approach that aligns with the investment in work-based learning, a priority that leverages resources effectively for workforce enhancement.



Successful Employer Services

WWP's **Key Strategy 2** aligns with the Joint Priority Setting's goal of cultivating a robust connection between employers and the workforce system; WWP's approach of direct employer engagement lays the groundwork for comprehending and fulfilling the demand for skilled labor. Assisting employers in formulating recruitment and retention strategies and tackling pressing workforce issues, WWP is instrumental in facilitating peer-to-peer solution exchanges. These exchanges can significantly enhance

workforce impact by helping employers develop strategies for recruitment and retention and create solutions for skills deficiencies and training gaps.



Addressing Community-Level Workforce Needs

WWP's **Key Strategy 3** echoes the Joint Priority Setting of fostering resilient and inclusive communities by addressing broader socioeconomic elements integral to workforce success. WWP's active involvement in community discussions on housing, childcare, transportation, and digital connectivity underscores the recognition of the interplay between these factors and workforce development. Advocating for and delivering opportunities that dismantle barriers to training and employment and tailoring workforce solutions for historically underserved and marginalized individuals exemplify WWP's commitment to equitable access to workforce opportunities.

1.4 20 CFR 679.560(b)(17): High Performing Board

Describe the local board's goals, strategies, programs, and projects as they apply to becoming or remaining a high-performing board consistent with the two resources below:

1. In [Building a High-Performing State Workforce Board: A Framework and Strategies for States](#), the National Governor's Association describes a high-performing state workforce board as one that provides leadership to the entire education and workforce system to create sustainable change including three key roles:
 - a. Communicate the Vision for the workforce system;
 - b. Model and manage Strategic Partnerships that achieve the vision and
 - c. Use data and accountability systems to Keep the System Accountable to the eye.These are not exclusive to state workforce boards.
2. In [A Call to Action for Workforce Development Boards](#), the United States Department of Labor outlines four strategic roles that all high-performing boards will play:
 - a. Strategist: Understanding trends, setting the collective vision.
 - b. Convener: Bring partners together and align services and vision.
 - c. Manager: Design and manage customer-centered service delivery.
 - d. Optimizer: Use data to drive decisions and continuous improvement.

1.4

Through extracting key characteristics from, "Building a High-Performing State Workforce Board: A Framework and Strategies for States," and, "A Call to Action for Workforce Development Boards," three fundamental tenets are highlighted as essential for a high-performing workforce board: strategic vision and planning, partnership management, and data-driven decision-making with accountability.

Strategic Vision and Planning

WWP is committed to strategic vision and planning, essential for a high-performing workforce board. We focus on a clear, forward-looking vision, understanding and responding to regional industry demands, developing talent pipelines, and anticipating future labor market challenges. This vision is shaped by comprehensive planning and deep understanding of the regional workforce landscape. In the past two years, WWP conducted sector-specific surveys like 'Shape the Workforce' in Hospitality, Manufacturing, Healthcare, and Construction, identifying regional workforce skill shortages and complex challenges, especially following "the great resignation". From these surveys, WWP has adopted a comprehensive strategy to address the identified needs.

This strategy involves equipping workers with essential leadership and supervisory skills, enhancing job retention and professional growth.

To implement this strategy, WWP has prioritized investment in cohort training for new and existing workers, focusing on technical skills for entry-level employees and leadership skills for ongoing workforce development. Starting in 2024, training programs in occupations like welding, commercial truck driving, nursing assistance, and substance abuse counseling will commence. Additionally, WWP plans to fund supervisory training in key sectors, including Healthcare and Manufacturing, through a competitive Request for Quotes and Qualifications process. This approach, coupled with active stakeholder engagement and alignment with state and regional partners, represents WWP's commitment to setting and communicating a clear and comprehensive vision for regional workforce development.

Partnership Management

The success of WWP hinges on our strategic partnerships, cultivated through deliberate relationship-building with diverse stakeholders, including community organizations, businesses, educational institutions, state partners, and economic development entities. WWP manages partnerships by maintaining robust working relationships that align our strategic vision with operational execution. By focusing on policy and delegating planning and program operations to board staff, WWP maintains an employer-driven approach responsive to current and future workforce trends.

WWP has an active presence in the community. As part of our strategy, WWP staff participates in local and state workforce groups, local community groups that concentrate on socio-economic factors affecting employment, including housing and childcare, and actively participate in various economic development groups, contributing to initiatives like the EDA Grant application for a Microfluidics Tech Hub. Further, we have a strong presence in our partnerships around early education, such as the Salem-Keizer School District and the Early Learning Hubs. We also emphasize building direct relationships with employers and identifying specific skill gaps in the workforce. Through consortiums like the Mid-Valley Behavioral Health and High-Performance Consortiums, we aim to create interconnected communities of professionals and businesses, addressing industry-specific challenges.

Our engagement with employers leads to workforce solutions like Business Grants, Incumbent Worker Training, Training Contracts, and Work Experience Programs. Partnerships with educational institutions, like our collaboration with Chemeketa Community College for Commercial Driver's License training and a Memorandum of Understanding with the Clackamas Workforce Board for behavioral health workforce issues, demonstrate our commitment to aligning services and visions across regions for a customer-centered approach to local and regional workforce needs.

Data-Driven Decision Making with Accountability

Data-driven decision-making and accountability are central to WWP's operations. We promote high standards in service delivery by recommending best practices in policies and program design, using data-driven recommendations, and incorporating stakeholder perspectives. WWP continuously monitors and evaluates program effectiveness, considering job placement rates, retention rates, and skill improvements among participants. We also gather feedback through surveys, focus groups, online reviews, and community forums to assess service effectiveness and identify improvement areas. If data reveals skill gaps, we introduce or modify training programs; accordingly, underperforming programs are reevaluated and enhanced.

WWP commits to transparency and accountability, using dashboards for quarterly local performance reports to our board and annual regional workforce affairs reports for stakeholders. Monthly dashboards for WorkSource

center leadership teams track customer flow, service types in demand, and demographic information. This data-driven approach involves engagement with educational institutions, employers, and community organizations for a comprehensive workforce development strategy.

We conduct comprehensive labor market analyses using data from the United States Census Bureau, Oregon Employment Department, and state reports from agencies like the Higher Education Coordinating Commission and Oregon Health Authority. This detailed data analysis ensures that our actions and strategies are robust, targeted, and conducive to a skilled, responsive workforce.

Section 2: Data and Analysis

2.1 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 1 Overall

Provide an analysis of the economic conditions in the local area.

2.1

In November 2023, the Mid-Willamette Valley region, encompassing Linn, Marion, Polk, and Yamhill counties, reached an employment milestone of 268,680 people, the highest ever recorded. This follows a significant downturn in early 2020, with a 14% drop in employment or about 31,000 jobs lost, primarily affecting low-wage workers. The region has since recovered from these pandemic-related job losses, with substantial growth across sectors like Construction and Manufacturing, which employ 17% of the workforce, and Transportation and Warehousing, currently employing 10,900 workers or 4% of the regional employment.

The Healthcare sector, employing 42,330 workers (16% of total employment), experienced significant workforce reductions during the pandemic but has since recovered. However, issues like stressful working conditions and low pay persist, as evidenced by a strike by Kaiser-Permanente workers in October 2023. The Mid-Willamette Valley reflects national concerns. A WWP Healthcare workforce survey in November 2022 showed that 92% of all respondents (n=44) stated they had experienced turnover or staff reductions since January 2022, with 52% losing workers due to childcare issues and 81% struggling to recruit or retain culturally diverse staff.

“Adjusting schedules, overtime, temp agencies, and locum tenens has either provided only a short-term buffer for staff shortage or has proved ineffective at recruitment. There are not enough qualified staff to meet the demand, so providers are going with the highest reimbursement-to-expectation ratio. Everyone is now offering flexible schedules, work-from-home, and bonuses, so those no longer stand out.”

- Survey Respondent, Healthcare Workforce Survey, November 2022

The Leisure and Hospitality industry, an emerging industry group, accounts for 23,480 jobs or 9% of the region's workforce and is expected to grow by 17% by 2032. During the COVID-19 pandemic, the Leisure and Hospitality industry was among the hardest hit initially, losing half its workforce. The industry's recovery was gradual and sporadic, hindered by intermittent Covid spikes and subsequent business closures; however, considering the dependency of the Leisure and Hospitality sector on the discretionary spending of locals and tourists, WWP regards the recent surge in activity as an indicator of the nation's economic vitality and a rebound in consumer confidence.

Unemployment rates in the Mid-Willamette Valley have consistently remained under 4% for an extended period. This is a significant recovery from the early pandemic peaks exceeding 10%. Remarkably, the unemployment rate was reduced by 50% from April 2020 to April 2021, reflecting a rapid economic rebound. By late fall 2023, the region had 11,177 unemployed individuals. The pandemic influenced wage trends in recent years, notably benefiting low-wage workers with the most substantial wage increases. This change is attributed to low unemployment rates and workers' reluctance to accept lower-paying jobs, prompting employers to offer higher wages to attract candidates. Consequently, the proportion of workers earning minimum wage dropped from 7% in 2018 to 4% by 2022.

Despite these positive indicators in unemployment and wage improvements for lower-wage earners, challenges persist for families with lower incomes. A living wage, referred to as self-sufficiency, is the lowest wage necessary to meet the minimum standard of living in a community or region without public or private assistance. Household dynamics influence this wage, such as the presence of dependents and other cost-of-living factors such as housing, childcare, food, health care, and transportation. For example, a single parent of a school-age child likely requires a higher living wage than a single person with no children. Oregon's Workforce and Talent

Development Board, in partnership with WorkSystems and the University of Washington School of Social Work, interpolated regional household data and cost of living data to generate a self-sufficiency wage in the Willamette Valley, which is calculated at \$13.37/hour (\$27,800 annually) for a single person, increasing to \$29.59/hour (\$61,540 annually) for a single parent with a child (Adult Preschooler School-Age). It is important to note that this average reflects all households in the region, and individual households may require a higher or lower wage. **Please see Attachment I for more details.**

Another method of evaluating the economic conditions in the area is through the Asset Limited, Income Constrained, Employed (ALICE) report, which is a study of financial hardship in the United States, and produced by the United Way. The 2021 ALICE report shows that 30% of Mid-Willamette Valley households fall within the ALICE threshold, with 13% living below the poverty line and 57% of households living above both the poverty line and the ALICE threshold during the same year. These figures mirror the economic patterns observed throughout Oregon, indicating that the Mid-Willamette Valley's distribution of household incomes is consistent with state-wide economic conditions, thereby suggesting that the financial experiences of residents in the Mid-Willamette Valley represent those faced by the wider Oregon population. **Please see Attachment II for more details.**

The economic recovery's uneven impact is further highlighted by the region's homelessness issues, as reported by the U.S. Department of Housing and Urban Development (HUD) and the Mid-Willamette Valley Homelessness Alliance (MWVHA). According to HUD's 2023 Annual Homeless Assessment Report, it is estimated that Oregon has 20,142 individuals experiencing homelessness, and 13,004 are considered unsheltered. In the Marion and Polk counties, MWVHA reports more than 4,400 were assessed as homeless and in need of housing from July 1, 2022, through June 30, 2023. Factors such as soaring housing costs, decreasing funding from the pandemic protections and programs focused on preventing evictions, and housing loss and high rents are partly responsible for the increase in homelessness, highlighting the complexity of economic recovery and its uneven impact on different segments of the population.

2.2 20 CFR 679.560(a)(1)(i): Economic Analysis – Part 2 In-Demand Industries

Describe existing and emerging in-demand industry sectors and occupations in the local area.

2.2

From November 2022 to November 2023, the Mid-Willamette Valley witnessed an encouraging rise in employment, with non-farm employment adding about 8,000 jobs. The uptick is spearheaded by the private education and health services industry, which has seen the most significant increase with 3,510 new jobs. The public sector follows by adding 1,900 jobs, with most openings occurring in the Salem Metropolitan Statistical Area (MSA). Sectors such as Manufacturing, Transportation, Trade, and Financial Activities saw the biggest decrease this last year, with the highest loss in Linn County for the Trade, Transportation, and Utilities industries, with 520 job losses.

Over the next eight years, the Mid-Willamette Valley will have an overall employment growth projected to be 10%, with approximately 28,000 jobs added due to growth, according to the Oregon Employment Department's (OED) industry projections. The growth in the Mid-Willamette Valley stems from anticipated private-sector gains of 24,900 jobs (11%) and the addition of 2,500 jobs (5%) in government. Several industries are set to outpace the average growth rate of 10%: Transportation, Warehousing, and Distribution with a 23% increase; Healthcare at 17%; Leisure and Hospitality also at 17%; and Construction at 15% growth. Apart from Manufacturing, which only has a 6% growth, WWP's targeted industries and one emerging industry illustrate above-average growth.



Manufacturing (NAICS 31-33)

In 2022, the regional Manufacturing sector in the Mid-Willamette Valley comprised 26,900 jobs, with projections to add over 1,700 positions by 2032. Employment growth is primarily concentrated in four clusters: durable goods (forecasted to add 1,300 jobs), wood product manufacturing (200 jobs), nondurable goods (500 jobs), and food manufacturing (400 jobs). Over the next decade, production occupations are expected to offer 20,000 openings, accounting for 5% of total job openings. Half of these will be in roles like assemblers and fabricators, packaging and filling machine operators, welders, and machinists. Other notable openings include Computer Numerically Controlled Tool Operators (278 openings), Wastewater Treatment Plant Operators (178 openings), and Tool and Die Makers (36 openings). Despite a recent downturn, manufacturing in the region has potential for resurgence through upskilling. The modest 6% growth forecast underscores the need to transition from lower-level production to advanced manufacturing, aiming to meet future demands with a more skilled workforce.



Transportation, Warehousing, and Distribution (NAICS 48-49)

The Transportation, Warehousing, and Distribution sector employed 10,900 workers, accounting for 4% of employment in the Mid-Willamette Valley. Post-Covid, the industry grew significantly as online shopping surged. Though some gains retracted with the return to normal shopping habits, the sector is still 1,000 jobs above pre-pandemic levels. Projected job openings for Transportation and Material Moving occupations are estimated at 40,000, which is 11% of the total. Roles like Stockers, Order Fillers, Laborers, Material Movers, Industrial Truck Operators, and Packers are expected to fill half of these positions. Additionally, there is an expectation of 11,000 job openings for various drivers, including those for tractor-trailers, light trucks, and buses.



Healthcare (NAICS 62)

The Healthcare sector is one of the top-growing sectors in the Mid-Willamette Valley. Within the next ten years, Healthcare occupations are expected to see 36,500 openings, 10% of the total. A substantial 70% of these openings will be in support roles such as Home Health (15,040 openings), Registered Nurses (3,326 openings), Nursing Assistants (3,315 openings), Medical Assistants (2,634 openings), and Dental Assistants (1,215 openings). The growth in healthcare occupations is largely driven by the aging population. Among the fastest-growing occupations are Physical Therapist Assistants, Physician Assistants, and Nurse Practitioners.



Construction (NAICS 23)

Construction is set to see 18,000 job openings, 65% of which will be in roles such as Laborers, Carpenters, Electricians, and Construction Equipment Operators, plus additional positions for Plumbers (forecasted to have 589 openings), Building Inspectors (221), and Paving Equipment Operators (40). Installation, Maintenance, and Repair occupations are expected to have 11,000 openings, 3% of the total, predominantly in general maintenance, automotive repair, HVAC, industrial machinery mechanics, and supervisory roles, with specific positions like Mechanical Door Repairs (60), Farm Equipment Mechanics (414) and ATM Repairers (157).



Hospitality and Leisure- *Emerging Industry*

Hospitality and Leisure is an emerging target sector in the Mid-Willamette Valley, categorized under two NAICS codes, Arts, Entertainment, Recreation (71) and Accommodation, and Food Services (72). Since 2012, the sector

has grown by 25%, adding over 4,600 jobs. From 2022 to 2032, it's projected to grow by 17%, adding 3,800 jobs, mainly due to recovery from the Pandemic Recession as restaurants, hotels, and cultural establishments return to normal operations. The service sector is anticipated to have the highest number of job openings, accounting for 22% of all openings. Over half of these will be in food-related roles such as Fast-Food Workers, Waiters, Cooks, and Dishwashers, with an additional 8,000 openings in roles like Maids, Janitors, and Cleaning Team Supervisors.

2.3 20 CFR 679.560(a)(1)(ii): Employment Needs of Employers

Describe employment needs of employers in the local area in existing and emerging in-demand industry sectors occupations described in 2.1.B.

2.3

According to the Oregon Employment Department's Oregon Job Vacancy Survey, the main challenges employers face in filling job vacancies are the need for candidates with relevant experience (57%) and qualified candidates (71%). One of the largest industries in the Mid-Willamette Valley, private Healthcare, reports the most vacancies, with significant openings also in Leisure and Hospitality, Manufacturing, and Retail Trade. Food preparation and Healthcare support occupations are particularly in demand, highlighting the demand for service-oriented and entry-level Healthcare roles.

Service occupations, such as food preparation and serving-related occupations, are often listed as difficult to fill due to low pay and irregular hours. This is followed by other positions such as Personal Care Aides and truck driving, automotive service, and various production jobs where factors like wages, qualifications, and working conditions make it challenging to hire. The wage distribution in the Mid-Willamette Valley indicates that six out of 10 job vacancies offered less than \$20 per hour, which may contribute to the difficulty in attracting candidates, especially considering that vacancies requiring higher education generally provided higher wages and were full-time and permanent positions. Despite this, the difficulty in filling vacancies was high even for positions requiring higher education, indicating that factors other than educational qualifications were at play, such as childcare and affordable housing.

2.4 20 CFR 679.560(a)(2): Knowledge and Skill Requirements

- A. Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the local area; and
- B. Describe specific knowledge and skill requirements needed to meet the employment needs of the employers in in-demand industry sectors and occupations.

2.4 A.

Employers in the region face challenges in filling a range of positions, from entry-level to skilled roles, due to factors like experience requirements, wage constraints, and educational qualifications. WWP's industry surveys in Healthcare, Construction, Manufacturing, Hospitality, and Leisure industries aimed to understand evolving workforce needs. Surveyors were asked questions such as, "What type of roles/positions do you struggle to fill due to a lack of qualified candidates?" and "What specific or technical skills do you feel are currently lacking in your workforce or are hard to find in new hires?" and "What skills will you need for your business in the next 5 to 10 years?"

In construction, companies responded there is difficulty recruiting senior-level personnel with skills in computer usage, listening, detail orientation, and customer interaction. New hires often lack general construction

knowledge, work ethic, accounting, scheduling, communication, and safe driving skills. Over the next 5 to 10 years, skills like PowerPoint, video editing, sync captioning, and proficiency in Learning Management Systems are expected to grow in importance.

Manufacturing firms stated they struggle to hire skilled roles like fabricators, painters, machinists, welders, technicians, supervisors, managers, and engineers, especially in non-metropolitan areas. Essential skills such as basic math and mechanical aptitude are often lacking, along with a commitment to continuous improvement. Specialized roles like tailoring and embroidery are hard to fill. Future needs include precision machining, robotic programming, computer-based paperwork, and technical expertise in various engineering fields, along with adaptability to evolving technologies like robotics and AI.

In Hospitality, filling managerial positions and roles demanding basic life skills is challenging, with a shortage of candidates having cooking experience and customer service skills. Future requirements include computer literacy, advanced customer service, cooking expertise, tourism knowledge, and high-level hospitality skills.

Healthcare's significant challenges include hiring Licensed Clinical Social Workers, Mental Health Nurse Practitioners, Qualified Mental Health Professionals, Registered Nurses, Psychiatrists, and Caregivers. The sector requires culturally diverse staff and faces difficulties in retaining staff with specific qualifications and certifications. Over the next decade, there will be an increased need for telehealth skills, digital health records expertise, and culturally competent care. Strategies like higher wages, sign-on bonuses, and flexible work arrangements will be crucial in retaining Healthcare professionals.

2.4 B.

The Mid-Willamette Valley's industry sectors display a variety of workforce requirements. Service occupations, representing 22% of job openings and often requiring less than a high school education include roles like Cooks, Waiters, and Maids. Childcare and Recreation workers, needing high school diplomas, constitute 14% of service openings, while about 6% of openings in supervisory roles require non-degree training. Skills in culinary expertise, customer service, communication, and health and safety are essential, with supervisory roles additionally needing leadership and problem-solving capabilities.

In Healthcare, 10% of occupational openings are led by Home Health Aides, not requiring a high school diploma. Nursing Assistants and Medical Assistants, making up 29% of openings, need post-secondary training. Registered Nurses require a bachelor's degree, while support roles like Dental Hygienists and Radiology Techs demand an associate degree. Regardless of the role, skills in empathy, patient care, and technical Healthcare tasks are critical, with Registered Nurses needing advanced medical and clinical skills, which include competency in managing complex patient scenarios.

Transportation and Material Moving occupations, comprising 11% of job openings, generally require less than a high school education, except for driving roles needing a high school diploma and Heavy and Tractor-Trailer Drivers requiring non-degree training to receive a commercial driver's license Class A. Manufacturing occupations demand a high school diploma or equivalent, with technical aptitude and familiarity with machinery and specialized skills like welding is essential. In Construction, with 18,000 openings, half of the openings for roles such as Construction Laborers, Carpenters, Electricians, and Plumbers mainly require a high school diploma. The essential skills needed for this role include physical strength, knowledge of construction methods, and safety standards. Installation, Maintenance, and Repair occupations, nearly all of which require a high school diploma or equivalent or non-degree training, focus on general maintenance and HVAC installation, tool and machinery operation, necessitating technical proficiency and problem-solving skills.

2.5 20 CFR 679.560(a)(3): Workforce Analysis

- A. Provide an analysis of the local workforce, including current labor force employment and unemployment data;
- B. Provide information on local labor market trends; and
- C. Describe the educational and skill levels of the local workforce including individuals with barriers to employment.

2.5 A.

The current unemployment rate in the Mid-Willamette Valley has dropped impressively to slightly below 4%, which is a historic low. Notably, the only demographic with a higher-than-average unemployment rate is those lacking a high school diploma, at 5%. In contrast, individuals holding bachelor's degrees enjoy a lower rate of 2%. A significant figure is the unemployment rate for youth aged 15-19, which is 11%. Regarding labor force participation, which includes employed individuals and those actively seeking employment as a percentage of the civilian working-age population, there has been a rebound from the early pandemic lows, now at 62%. Particularly noteworthy is the surge in participation rates among prime-working-age women, including those with children, reaching record highs. This is a remarkable recovery, considering the substantial decline they experienced during the pandemic, partly due to challenges in accessing childcare.

2.5 B.

As of November 2023, the Mid-Willamette Valley is experiencing a dynamic labor market with low unemployment rates and significant job growth projections. Despite favorable unemployment figures, the region faces complex workforce development challenges. The private sector is expected to add 31,600 jobs (15%), contributing to a total increase of 35,000 new jobs (12%) between 2021 and 2031, with supplemental growth in government sector employment. The Leisure and Hospitality sector is the fastest growing, projected to expand by 36% and add 7,300 jobs. Sectors like Transportation and Construction are also expected to grow significantly, with a surge in service occupations and administrative roles. The Healthcare sector, catalyzed by the aging demographic, is expected to be among the fastest-growing sectors. The region's growing opportunities demand a diverse skill set, influenced by experience, wages, and educational requirements. Healthcare, Construction, and Manufacturing sectors specifically highlight skill shortages, emphasizing the need for continuous training in areas like technology, customer service, and Healthcare specializations.

Economic factors also impact labor market trends. The economic environment is marked by wage disparities, with 60% of job vacancies offering less than \$20 per hour. Roles requiring higher educational qualifications generally offer more competitive wages and are inclined to be full-time positions. The Mid-Willamette Valley faces the dual challenge of stimulating job growth amidst a declining population and low unemployment rates. Strategic initiatives to attract and retain talent must address critical quality-of-life factors, such as housing affordability and transportation infrastructure.

2.5 C

The educational landscape of the population aged 25 and older reveals a diverse array of attainment levels in 2022. Roughly 12% of this demographic possess an educational background below the high school level, surpassing Oregon's state average of 8%. High school graduates or equivalent comprise about 26% of the population, slightly higher than the state's 22%. Notably, the most substantial portion of the region's population, at 37%, has completed some form of post-secondary education, including associate degrees, exceeding the state average of 33%. However, the proportion of individuals with a bachelor's degree or higher stands at 26%, marginally below the state's average of 35% and the nation.

	Mid-Willamette Valley	Oregon	Nationwide ¹
Less than a high school diploma or equivalent	12%	8%	9%
High school	26%	22%	28%
Completed some college but not a degree	37%	33%	15%
Bachelor's Degree or higher	26%	35%	37%

Educational Attainment by Income Status^{2,3}

There is a significant gap in educational attainment between low-income adults and those with middle or higher incomes in Oregon. This gap reflects differences in the acquisition of postsecondary credentials. As of 2020, 37% of Oregon's low-income adults (below the federal poverty threshold) hold a postsecondary credential, compared to 55% of adults with middle or higher incomes. From 2016 to 2021, educational attainment among low-income adults improved slightly, from 35% to 38%. In contrast, the rate for other adults rose from 54% to 59% during the same period.

Higher education significantly impacts income mobility; 67% of low-income students who attend college transition to middle or high-income earners by their mid-30s, versus 39% of those who never attended college. Community colleges play a critical role, with 61% of students from low-income backgrounds advancing to higher income brackets by their mid-30s. This success rate increases to 75% for public universities and 70% for private institutions.

Although education increases lifelong earnings, enrollment opportunities for low-income students are limited, with only 14.3% enrolling in community colleges and 7.5% in public universities from the lowest income quintile. The affordability crisis in higher education is evident, with 34% of students in community colleges and public universities unable to meet college expenses in the 2020-2021 academic year.

Educational Attainment by Race and Ethnicity^{2,3}

Educational attainment disparities persist between communities of color and white Oregonians. Over the past five years, educational attainment has increased for all racial/ethnic groups, but gaps remain unchanged due to similar rates of improvement across all groups. From 2016 to 2021, attainment rates for various groups are as follows: Asian American/Asian from 64% to 65%, Black/African American from 45% to 50%, Latino/a/x/Hispanic from 28% to 32%, Native American/Alaskan Native from 34% to 37%, Native Hawaiian/Pacific Islander from 40% to 37%, Two or More Races from 47% to 50%, and White from 53% to 56%, with "Some Other Race" from 23% to 26%. Further analysis indicates that 53% of Asian Americans/Asians have achieved post-secondary education, in contrast to 20% of Black/African Americans, 28% of Latinos/a/x/Hispanic, 17% of Native Americans/Alaska Natives, 11% of Native Hawaiians/Pacific Islanders, and 20% of individuals identifying with two or more races.

Comparing the demographic data of Mid-Willamette Valley's local community colleges, Linn-Benton Community College and Chemeketa Community College, with state data reveals distinct trends. Linn-Benton Community College has a higher percentage of White students (61%) compared to the state average of 56%, while Chemeketa Community College has more diversity, with 31% Latino/a/x/Hispanic students, surpassing the state average for this group (32% in 2021). Both institutions, however, have a lower representation of Asian American/Asian students compared to the state average for this demographic.

Educational Attainment by Geography^{2,3}

The gap in educational attainment between rural and urban/mixed areas in Oregon is significant and has been

stable over time. In 2016, 40% of adults in rural regions had post-secondary education, compared to 53% in urban/mixed areas. By 2021, these figures increased to 42% in rural and 56% in urban/mixed areas. Rural areas saw a slight rise in educational attainment, growing by 1% in 2018 and 2020, with no change in other years. Meanwhile, urban/mixed areas experienced a steady growth of 1% annually from 2016 to 2021, indicating a gradual but consistent increase in post-secondary education levels in both rural and urban/mixed regions.

1. The U.S. Census Bureau. "Educational Attainment in the United States: 2022." Census.gov.
2. Oregon Higher Education Coordinating Commission, "Research Brief: Oregon's Adult Attainment Goal." Fall 2023. Oregon.gov
3. Oregon Higher Education Coordinating Commission, "Oregon Higher Education Statewide Snapshot 2021-22." Oregon.gov

2.6 Priority Populations and Communities (Oregon Requirement)

- A. Based on the Economic and Workforce Analysis, the local area's demographic data, and the local board's understanding of local underserved populations and communities, identify and describe the populations and communities that will be prioritized for services in the local area.
- B. Based on this analysis, describe the local investment strategy toward Priority Populations.

2.6 A.

In addition to the priority populations required by WIOA, such as Veterans and their eligible spouses, low-income individuals, and those who are basic skills deficient, Willamette Workforce Partnership has focused efforts and resources on hard-to-serve populations that have multiple barriers to employment. This includes, but is not limited to, youth workers, refugees, immigrant populations, racial and ethnic minorities, English Language Learners, individuals re-entering society, older populations of 55+, people living in rural and frontier communities, people experiencing physical and/or cognitive disabilities, and people who are experiencing homelessness, at-risk of experiencing homelessness, or currently receiving housing subsidies.

2.6 B.

WWP utilizes many of our discretionary grant programs to focus our programs on priority populations and targeted individuals in the region who have specific barriers to employment and strive to help these targeted groups increase their employability skills and obtain employment. Programs provide holistic and flexible programming that emphasizes personal responsibility and provides job skills training, work experience, job readiness training, supportive services, and other work-related expenses for careers that matter. This model helps achieve the WIOA directive to help job seekers access employment, education, training, and support services to succeed in the labor market. Some of our programs designed to target priority populations include Community Career Coaches, Coursera for Careers, Rethinking Barriers, Rethinking Careers, Training Contracts for Priority Populations, The Youth Career Achievement Network (YCAN), and Youth Wage Grant.

Please refer to Attachment III for an overview of each program.

Section 3: Alignment and Improvement

3.1 20 CFR 679.560(b)(1)(i): Local Area Programs and Partners

Identify the programs, partners, and providers that are included in the local area's workforce development system. Include both organizations that provide WorkSource Oregon Programs (as defined) and Other Workforce Programs (as defined).

3.1

WWP's collaborative approach with various partners is essential for effective workforce development services. We work closely with One-Stop Partners, who are instrumental in providing accessible and integrated core program services under WIOA. WWP has formalized partnerships and unified missions through Memoranda of Understanding (MOUs) with all core partners to ensure effective coordination of strategies, services, and programs.

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Our partners, signatories to the WIOA One-Stop Partner Memorandum of Understanding, include:

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

As a responsibility under WIOA, WWP manages core programs that include Adult, Dislocated Worker, and Youth Services, which are fundamental to our workforce development system, and our partnerships help guide how we contract for those services. The current contractors for Youth Services are:

- Chehalem Youth and Family Services (Yamhill County), Community Services Consortium (Linn and Polk counties), and Interface Network (Marion County).

The current contractors for Adult and Dislocated Worker services are:

- Community Services Consortium (Linn and Polk counties) and South Coast Business Employment Corporation (Yamhill and Marion counties)

Partners funded with WIOA Adult and Dislocated Worker funding and discretionary grants from WWP to work with individuals with multiple employment barriers include:

- Community Services Consortium (Linn County) and De Muniz Resource Center (Marion)

WWP is scheduled to procure services for Adult and Dislocated Workers and for providers to work with individuals with multiple employment barriers and may have new contracting partners on July 1, 2024.

3.2 20 CFR 679.560(a)(6): Local Area Program Alignment Strategies

Considering the analysis in Section 2, describe the local board's strategy to align the WorkSource Oregon and Other Workforce Programs and resources identified in 3.1 to achieve the strategic vision and goals of the local board.

3.2

WWP's strategic vision aims to enhance regional economic growth and self-sufficiency by preparing a skilled workforce to meet regional business needs and adhere to performance accountability measures. Our goals for the coming years, informed by the Shape the Workforce survey, local WorkSource center team survey, board member and stakeholder interviews, and statewide feedback, focus on aligning job training with integrated service delivery, improving efficiency, and ensuring a job-driven regional workforce system. These strategies are designed to foster a shared understanding of workforce needs in the Mid-Willamette Valley and develop comprehensive approaches like sector-based strategies and career pathways.

WWP enhances service delivery by strengthening current partnerships and engaging with organizations not yet using our services. We collaborate with state and local entities to develop workforce programs that meet the region's economic needs and cater to specific groups identified in WIOA, including those with employment barriers, veterans, the unemployed, and youth. WWP has established data-driven goals and strategies to develop a skilled workforce that aligns with local business and regional demands. Our objective is to help individuals reach their potential, regardless of their background or challenges, supporting community members in achieving self-sufficient employment and meeting the need for skilled labor. Working with partners mentioned in section 3.1, WWP aligns services with our strategic vision, focusing on creating a cohesive workforce development system. Our Strategic Leadership Team and Local Leadership Teams, comprising regional and local core partnership managers, are key in aligning WorkSource Oregon and other program operations with WWP's vision. Their collaborative approach ensures that all services and programs align with our strategic goals.

Please see Attachment IV for a Visual on Leadership Team Alignment.

3.3 20 CFR 679.560(b)(1)(ii) and (b)(9): Coordination with Education

Building off the response in 3.2, describe how the local board will coordinate relevant secondary and postsecondary education programs and activities in the local area including, but not limited to, Essential Employability Skills (as defined) and Career and Technical Education (CTE) [Programs of Study](#) to coordinate strategies, enhance services, and avoid duplication of services.

3.3

Career and Technical Education (CTE)

WWP's strategy focuses on collaborating with the South Metro STEM Hub, creating vital connections between K-12 education and STEM/CTE career paths, particularly in underserved communities. This partnership aims to develop a sustainable, career-connected learning environment, enhancing Healthcare career awareness. We work closely with local K-12 schools, Healthcare employers, workforce boards, and nonprofits, emphasizing support for ESL students. The Youth Health Corps sites in Marion, Polk, and Clackamas Counties play a key role in providing practical Healthcare experiences, skill development, and certification opportunities, culminating in a paid 75-hour work-based experience to deepen students' community responsibility and Healthcare career commitment.

Our alliance with the community colleges strengthens our CTE capabilities, fostering cooperation among high school districts and education service districts. Linn-Benton Community College is integral to this collaboration, offering diverse educational pathways, including continuing education, high school partnerships, and university transfer opportunities. WWP also engages in monthly and annual CTE recognition programs, honoring students in over 50 CTE programs across middle and high schools for their professionalism and dedication. These students receive certificates and additional support, including educational visits, resume and interview coaching, introductions to community leaders, local employer visits, scholarship assistance, and workplace experience connections.

Our alignment with the AVID (Advancement Via Individual Determination) program is parallel to our CTE endeavors. We concentrate on preparing students, particularly the first in their families to attend college, for college and career readiness. The support offered in our AVID program mirrors that of our CTE initiatives, ensuring a comprehensive approach that prepares students academically and equips them with vital professional skills. Additionally, WWP's participation in the Salem Keizer School District Guidance Advisory Council demonstrates our commitment to integrating and improving educational programs. We aim to unify six separate initiatives – High School Success, Student Investment Account, CTE, Early Indicator and Intervention Systems, Improvement Planning, and Everyday Matters – into an efficient educational framework by 2025, meeting diverse student needs through regular meetings and coordinated efforts. WWP annually hosts the Career Connections event for Salem-Keizer students, bringing together over 1,000 high school students and 300 employers. This event offers students real-world interview practice, with WWP providing extensive preparatory support, including resume writing, interview skills, and professional etiquette training. We also arrange for community professionals to engage with students as guest speakers, enhancing their educational experience.

Essential Employability Skills

In response to the pressing need to equip youth with the necessary skills to excel in the workplace, WWP developed the Rethinking Careers curriculum. This innovative program is designed explicitly by WWP to impart work-ready skills to young adults. Rethinking Careers is integral to our Essential Employment Skills programming at WWP. It strongly emphasizes developing key competencies such as communication, credibility-building, decision-making, and problem-solving. Furthermore, the program encourages participants to engage in introspection, examining their thoughts, feelings, and behaviors in a workplace context. Developed in 2014, Rethinking Careers harnesses cognitive behavioral techniques to effectively guide youth in goal setting, problem-solving, and confidence-building. This training spans 14 sessions, each lasting two hours, totaling 28 hours of comprehensive skill development. The content of the Rethinking Career curriculum is driven by the essential skills identified by employers as most valuable and was identified as a model to watch in the WFTDB's Essential Employability Skills Task Force December 2020 Final Report.

“This program showed them how to interact, speak, and perform in a work setting. Since this class, 4 of the 5 have received jobs, and one has even moved on with their newly bolstered resume and has full-time employment at a local grocery store chain.”

- Survey Respondent, Post Y-CAN Feedback Survey, 2023.

3.4 20 CFR 679.560(b)(12): Coordination with Adult Education and Literacy

Describe how the local board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. Include how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n).

3.4

WWP has a long-standing relationship with our WIOA Title II providers, Chemeketa Community College (Marion, Polk, Yamhill) and Linn-Benton Community College (Linn County). Adult education services support the Mid-Willamette Valley workforce delivery system by assisting adults and out-of-school youth to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency. Specifically, the Adult Education team assists with high school completion, post-secondary entrance testing, education remediation, literacy, and increasing English language skills. They also assist immigrants and other English language learners in understanding the American system of Government, individual freedom, and the responsibilities of citizenship. In the Willamette Valley, the leadership teams from both WIOA Title II providers attend our Strategic Leadership Team meetings and Local Operation Team meetings to provide insight and input on how our systems can effectively identify and refer participants to suitable resources and co-enroll where appropriate.

3.5 Leverage Strategies (Oregon Requirement)

- A. Identify the sources of current leveraged funds outside of WIOA Title I funding and state general funds to support the workforce development system in the local area.
- B. Describe how this leveraged funding will impact the local system.
- C. Describe the local board's strategies for acquiring additional/future leveraged funds.

3.5 A.

WWP has long acknowledged the limitations of WIOA funding to meet the workforce needs in the Mid-Willamette Valley. Further, with declining WIOA funding each year, WWP staff continually seek out other sources of funding to broaden the range of programs and services offered in the area. All funding leveraged in the region is for the purpose of supporting the mission at WWP. Notable sources of leveraged funds include:

- **Oregon Workforce Partnership's Re-Entry:** Designed to extend WorkSource Oregon services into the prison system, which is crucial for reintegrating the incarcerated population into the Mid-Willamette Valley workforce.
- **Marion County Community Services Department:** Funding from Marion County provides wage supplements for first-time workers, while additional funds from the Marion County Extension and 4H Service District support first-time youth agricultural workers.
- **Ignite:** The South Metro STEM Hub provides funding for Youth Health Corps Internships. Although the funding has recently expired, future support is being negotiated, with details to be confirmed.
- **Be-Blac:** As the fiscal sponsor, WWP manages over \$435,000 in grants from various philanthropic entities, including the Meyer Memorial Trust, Oregon Community Foundation, and the Oregon Business Development Department.
- **Rethinking Curriculum Projects:** Developed in 2014, WWP developed a suite of proprietary curricula. For employability skills training, it is known as Rethinking (Rethinking Job Search, Rethinking Careers, Rethinking Barriers). Those programs are continually contracted with different entities throughout the State and collectively act as a source of funding for the agency.
- **Health Oregon Workforce Training Opportunity Grant (HOWTO):** With funding from Oregon Health Authority, WWP hired a Healthcare Sector manager to facilitate the work identified through the Mid-Valley Behavioral Health Consortium.

3.5 B

The leveraged funds significantly bolster our local workforce by enabling programs crucial to regional needs. They support vital youth employment initiatives, offering subsidies for first-time workers that shape long-term careers. Additionally, they bridge workforce gaps by aiding the societal reintegration of the formerly incarcerated, thus contributing to lower recidivism rates. These funds also empower WWP to support small

businesses with needs beyond WIOA's scope, fostering a resilient, varied, and inclusive workforce that propels economic growth and aligns with community and industry requirements.

3.5 C.

WWP is dedicated to enhancing its funding streams by partnering with regional businesses, educational bodies, and community groups to meet workforce needs, thereby drawing investments from diverse sectors. The team is strategically applying for grants that resonate with regional employment development goals, citing the success of existing initiatives to fortify their proposals. By forging ties with philanthropic entities aligned with economic upliftment and social equity and amplifying the board's achievements through compelling narratives, WWP aims to both sustain and expand the workforce system to meet future economic challenges.

3.6 Next Generation Sector Strategies (Oregon Requirement)

- A. Identify and describe each industry in the local area where a next generation sector partnership (as defined) is currently active. Include in the description, the rationale for each active next generation sector partnership, recent outcomes, and how it will align with industry consortia where appropriate.
- B. Identify and describe each industry in the local area where there will be an attempt to convene a new sector partnership within the timeframe of the local plan. Include in the description, the rationale for each new next generation sector partnership and how it will align with industry consortia where appropriate.
- C. Identify and describe the strategy for any additional targeted sectors in the local area where the next generation sector model is not being used.

3.6 A.

WWP strategically focuses on key sectors like Healthcare, Advanced Manufacturing, Construction, and Transportation to provide quality employment and training services in the region. By collaborating closely with employers, WWP identifies job growth opportunities and necessary skills, shaping its targeted sector approach based on labor market data and local employment trends.

In Healthcare, a primary focus area, WWP established the Mid-Valley Behavioral Health Consortium in 2022 to address the regional behavioral health workforce shortage and the underrepresentation of communities of color. This consortium, comprising Healthcare entities, public agencies, and educational institutions, is guided by the NextGen partnership model. WWP manages and oversees the consortium's activities, aiming to create sustainable career pathways and enhance workforce diversity. Currently, the vision of the MVBHC is to create a permanent place where local entities can build and improve industry-driven career pathways, giving agencies and provider groups the diverse workforce, they need now and, in the future, and developing clear pathways for multicultural/multilingual education and employment for the incoming workforce. This includes objectives such as creating an awareness of career pathways for the emerging workforce, expanding access to essential support, increasing training available for the emerging workforce, and examining causes for poor compensation and employee burnout to enhance job quality in the industry.

“Since meeting WWP and joining the workforce consortiums, I have been a part of so many amazing projects that would not have happened without the connections provided.”

- Kristi McKinney, Mental Health and Addiction Certification Board of Oregon Director of Credentialing, Compliance & Testing

The Transportation, Warehousing, and Distribution sector is another industry guided by NextGen partnerships, as the work is pinpointed as a focus area following an analysis of labor market trends and dialogues with industry employers. A Next-Gen meeting was convened in a collective effort to pinpoint and rank challenges

within the sector. A pressing issue that emerged from these discussions was the acute shortage of truck drivers in the Mid-Willamette Valley region. In response, WWP and Chemeketa Community College launched a Truck Driver Certificate Program (CDL). This program has successfully trained over 60 individuals, improving the sector's diversity and inclusivity. The program's success stems from partnerships with community organizations and targeted outreach, reaching diverse demographics, including non-native English speakers and rural residents. Chemeketa Community College plans to expand this training under the Future Ready Oregon initiative, further broadening demographic access and bolstering the regional economy.

"It is hard work, but the money is good. I am away from home a lot, but this opportunity has put my family and me in a much better place. I am grateful to Chemeketa and Willamette Workforce Partnership for making this happen and recommend this program to others who want to change their lives."

- Victor Morales, graduate of Chemeketa Community College's Commercial Driving Program, funded by WWP and Future Ready Oregon.

3.6 B

WWP is currently evaluating the Hospitality and Leisure sector. If this sector is added as a WWP targeted sector, WWP will convene a new sector partnership within the timeframe of this local plan.

3.6 C.

Advanced Manufacturing, a critical sector in the Mid-Willamette Valley, prompted the creation of the High-Performance Consortium over 15 years ago, supported by WWP. While not formed under the Next-Gen Sector Partnership model, this consortium's activities closely align with Next-Gen principles. It consists of local manufacturers who regularly convene to address industry issues, aided by WWP staff in accessing local resources. The Consortium, member-directed in its agenda, aims to enhance the performance and profitability of Mid-Willamette manufacturers in the global market through collaboration, resource sharing for training and growth, continuous improvement guidance, and expanding its membership. WWP Board staff coordinates consortia activities and initiatives, linking manufacturers with workforce and training updates. They also collaborate with WorkSource center teams to promote Advanced Manufacturing career pathways to job and training seekers, including unemployment insurance recipients, highlighting the sector's high wages and growth potential. WWP staff provide labor market data and assist WorkSource Business Services Representatives in recruitment and marketing of the On-the-Job Training (OJT) program to Advanced Manufacturing employers. Construction is another key sector identified by WWP. However, WWP has chosen not to adopt a Next Gen model for this sector due to the local Economic Development organization, SEDCOR's, longstanding management of the SEDCOR Construction Alliance in the region. With a WWP staff member as a founding member and active supporter of the Alliance, WWP works with SEDCOR to broaden the Alliance's influence into Polk and Yamhill Counties, promoting growth and partnerships in these areas.

3.7 20 CFR 679.560(b)(3)(i): Employer Engagement in Workforce Development

Describe the strategies and services (as defined) that will be used in the local area to facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.

3.7

WWP employs a data-driven approach to engage key industries like Manufacturing, Construction, Healthcare, and Transportation, focusing on workforce development for these high-demand sectors. Through industry-sector focus groups, WWP connects businesses from targeted industries with service providers and educational institutions to discuss industry-specific needs and skill gaps and devise strategies to overcome these challenges. These industry sector groups have facilitated various industry roundtables, focusing on understanding employer

needs, and formulated strategies to address them, particularly for sector-based training programs. The findings from these groups, coupled with the efforts of the WorkSource Willamette Business Services Team, consisting of staff from One-Stop core partners, enhance our understanding of the industry needs and trends.

The Business Services Team plays a crucial role in this strategy, conducting outreach to understand employer hiring needs and guiding the alignment of our training programs with these requirements. The team provides feedback to our education and training units to ensure alignment with employer requirements, helping to create feedback loops that fine-tune our educational and training offerings to employer needs. WWP regularly convenes the Business Services Team to share important discoveries and best practices across the system, constantly refining our methods for optimal workforce development results. Additionally, our strong partnerships with chambers of commerce and economic development organizations offer crucial insights into employment trends, thereby improving our business engagement tactics.

WWP's business engagement strategies build on the strong connections our partners have with employers. Board members, including business representatives, receive comprehensive orientation to maximize the benefits of the workforce ecosystem for their businesses and share key insights with other employers. Our commitment to enhancing business awareness of our workforce services involves revamping our website, newsletters, and social media outreach, alongside regular involvement in chamber and business organization events. We plan to extend the workforce ambassador concept through our Community Career Coaches, who will work holistically with underserved job seekers to boost the prosperity of the employer community. They will engage directly with employers to pinpoint essential skill gaps and support the development of diverse workforce strategies, promoting shared learning and collaborative problem-solving.

3.8 20 CFR 679.560(b)(3)(ii): Meeting the Needs of Businesses

Describe the strategies and services that will be used in the local area to support a workforce development system that meets the needs of businesses.

3.8

WWP's approach to workforce development includes several strategies and services that offer specialized training for current employees in various businesses, focusing on enhancing their skills to meet evolving employer demands.

Strategic Partnership with Employers

WWP focuses on creating and implementing services that meet the unique business and industry needs of our region by uniting employers from the same industry to discuss common workforce challenges and potential solutions. This leads to the development of industry-specific training programs, tailored to the demands of high-need sectors. We currently manage two key consortiums: the Mid-Valley Behavioral Health Consortium and the High-Performance Consortium. In these groups, we organize regular meetings for employers to share best practices and collaborate, fostering a culture of mutual learning. We also encourage local employers to guide our allocation of WIOA funding, support the growing workforce, and apply for Incumbent Worker Training Funds, which subsidize ongoing training efforts.

WWP engages employers as vital partners in our workforce programs, aiming for more effective outcomes. These partnerships play a crucial role in pinpointing skill requirements, aligning educational programs with industry needs, and crafting cost-effective training solutions for companies. They are instrumental in enhancing productivity, creating new career opportunities, and addressing organizational and human resource challenges within companies.

Focus on Skill Needs and Educational Alignment

Employers in the Willamette region actively define necessary industry skills through consortia partnerships and community surveys, leading to the enhancement of essential skills training, development of supervisory training, and creation of internship and work experience opportunities. This collaboration ensures that our education and training initiatives match industry needs precisely. For instance, WWP has established a network of training providers under Training Contracts, offering customized, employer-focused training in key sectors such as Healthcare, Manufacturing, Construction, Transportation, Warehousing, and Distribution. Additional services to local businesses for skill and educational development include:

- **Incumbent Worker Training:** Specialized programs enhance current employees' skills to meet evolving employer demands, especially benefiting small businesses by upgrading skills without incurring recruitment costs.
- **On-the-Job Training (OJT):** New hires receive training directly at work, benefiting both employee and employer with job-specific training. Employers may receive wage reimbursements for the new hire for up to 50% during the training period.
- **Incumbent On-the-Job Training:** This is a program for existing employees to upgrade their skills, receive self-sufficient wages, and improve their productivity and career advancement prospects. Employers may receive wage reimbursements for up to 50% during the training.

Recognizing the changing needs of local businesses, WWP is exploring Customized Training programs tailored to each employer's unique demands, particularly valuable in sectors requiring specialized skills to ensure direct relevance and immediate workplace benefits.

Addressing Barriers to Entry-Level Employment

WWP is committed to removing barriers to entry-level employment through strategic industry collaborations and strengthening partnerships with employers. Our efforts include:

- **Youth Wage Job Program:** We offer financial incentives to employers for providing first-time job opportunities to youth.
- **Youth Work Experience:** provides paid practical work experience, offering valuable insights into their chosen career path and enhancing their skills and professional network.
- **Adult Paid Work Experience:** Offers students engaged in mandatory, unpaid practicums by offering them wages. It benefits both youth and adult participants by providing financial support while they gain practical experience in their field of study.
- **Transitional Jobs:** Offers individuals with chronic unemployment, inconsistent work histories, or multiple employment barriers the opportunity to earn wages while gaining workplace skills and receiving mentoring and support.
- **Training Networks:** WWP contracts with a network of training providers who offer employer-focused training for individuals facing significant employment barriers. This training is designed to prepare participants for high-demand positions.

“The Youth Wage program gave some of our older staff the opportunity to work closely with younger staff members, who don't have the life skills they may have. It gave our staff an opportunity to share some of the skills they had already learned.”

- The Gilbert House Children's Museum

Building Credibility and Accessing Networks

Involving employers in our workforce development programs not only bolsters the credibility of these initiatives but also forges a tangible connection between the training provided and tangible job opportunities. Utilizing the region's Business Services Team, comprised of WorkSource Willamette partners, WWP and the team effectively coordinate services to employers, understanding their workforce needs and connecting them with suitable

candidates from our programs. Our services include job postings, recruitment events, and candidate pre-screening, particularly benefiting smaller businesses in talent acquisition. Additionally, the Business Services team can direct local businesses to labor market information to help them comprehend current workforce trends and anticipate future needs, and assist in navigating various incentives like tax credits, wage subsidies, or training grants to employers.

Resource Development

A core aspect of our dedication to local enterprise growth is our proactive distribution of business grants. WWP has a history of identifying discretionary funds to bolster the growth and resilience of small businesses, notably through the COVID-19 Business Support grants. These initiatives have played a crucial role in enabling businesses to prosper and adapt, significantly boosting our local economy. We are currently pursuing additional funding to sustain and expand this vital support, reinforcing our dedication to the economic well-being of our community.

3.9 20 CFR 679.560(b)(3)(iii) and (b)(4): Coordination with Economic Development

Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development including the promotion of entrepreneurial skills training and microenterprise services.

3.9

WWP actively engages with diverse business sectors, including Manufacturing, Construction, Healthcare, Transportation, Warehousing, and Distribution, to build a strategic and collaborative workforce ecosystem. Our partnerships with SEDCOR, local Chambers of Commerce, and economic development groups like the SEDCOR Construction Alliance and the McMinnville Economic Development Partnership (MEDP) play a crucial role in aligning our workforce development with broader economic strategies.

WWP's involvement in various economic development entities contributes significantly to strategic planning and program implementation, preparing job seekers for the evolving economy. This includes our collaboration with the North Marion Business Service Providers, enhancing local business and job seeker support networks, and our participation in the Governor's Marketplace and the Governor's Business Marketplace Planning Meeting to align workforce development with business growth by engaging key decision-makers and stakeholders. Additionally, WWP supports small business initiatives through innovative programs like the Farmer's Market to E-Shop grant. This program equips small businesses with the tools and financial resources to venture into e-commerce, underscoring our commitment to entrepreneurial skill training and microenterprise services, thereby fostering growth among emerging businesses and entrepreneurs in the region.

3.10 20 CFR 679.560(b)(3)(iv): Linkages to Unemployment Insurance

Describe the strategies and services that will be used in the local area to strengthen linkages between WorkSource Oregon (as defined) and unemployment insurance programs.

3.10

WorkSource Willamette is designed as a comprehensive one-stop shop, offering direct phone access to unemployment insurance (UI) services and a range of in-person and virtual job seeker support services. This includes job search assistance, skills training, and various workforce development resources, all centralized for easy accessibility. To enhance this integrated service delivery, WorkSource Willamette staff utilize Workday

Learning for additional training on understanding the basics within the UI processes, ensuring they can provide information alongside workforce services. Further, regular WorkSource workshops for orientation into WorkSource services are available and marketed to UI claimants, introducing them to the employment services, training programs, and job search resources available at WorkSource Willamette. Additionally, platforms like iMatchSkills and MyWorkSource, offer job matching, resume building, and e-learning for UI claimants' convenience.

WorkSource partnerships with community organizations and employers are crucial in creating pathways for UI claimants to re-enter the workforce, ensuring their needs are met and they receive comprehensive support. Data-sharing agreements and system integrations between WorkSource Willamette's Title I and Title III programs form a key strategy, enabling effective tracking of job seekers, particularly those nearing the end of their UI benefits. WorkSource Willamette provides specialized support for potential UI claimants, including rapid response teams for layoff impacts and initiatives for long-term unemployment. Collaborative efforts with employers also identify opportunities for UI claimants in temporary, part-time, or transitional roles that may lead to permanent employment.

One of the most notable elements of our job seeker support is the Rethinking Job Search program, designed for UI claimants and developed by WWP. This program focuses on modern job search strategies and equips participants with cognitive behavioral techniques to better navigate the employment landscape. Rethinking Job Search workshops are hosted by Oregon Employment Department staff and offer a structured platform for UI claimants to learn cognitive behavioral techniques, build resilience in their employment pursuits, and align their skills with current and future job opportunities.

3.11 20 CFR 679.560(b)(2)(i): Expand Access to Services

Describe how the local board will work with entities in WorkSource Oregon (as defined) to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

3.11

Willamette Workforce Partnership (WWP) collaborates with entities in WorkSource Oregon to expand access to employment, training, education, and supportive services, with a focus on aiding individuals facing employment barriers. Our primary strategy involves aligning services with [our partners](#) through the development of Leadership Teams. While WWP staff are not physically located at any of our WorkSource centers, it is a priority for the team to remain involved and contribute to the WorkSource centers. One method is through the leadership teams where all WorkSource partners, including the One-Stop Operator, meet monthly to discuss concerns, build relationships, and discuss continuous improvement opportunities. As part of our role, WWP gathers various data sets from areas such as Google My Business, iMatchSkills, I-Trac, and OED's Resource Room tracker to illustrate trends within the center. This includes demographic data of new applicants and locations where applicants apply and/or access iMatchSkills. The data presented at the monthly meetings is what triggers the conversation for expanding operations in the centers and allows partners to discuss how to leverage, expand, or try small bits of improvement work to better serve the common customer.

3.12 20 CFR 679.560(b)(2)(ii): Career Pathways

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate development of career pathways.

3.12

WWP collaborates with WorkSource Oregon (WSO) to create comprehensive career pathways that link education, training programs, and student support services to facilitate employment or career advancement in high-demand sectors. Partnering with Chemeketa Community College and Linn-Benton Community College is crucial to providing trainees with detailed career pathway information. WWP will train WIOA staff at WorkSource centers on educational and credentialing requirements for in-demand jobs, particularly those related to WWP's targeted sectors.

WWP will incorporate industry needs into career pathway development by engaging local employers and industry experts to ensure relevance and responsiveness to workforce demands. Work-based learning opportunities, such as apprenticeships and internships, will be promoted as essential components of these pathways, providing hands-on experience and skill development. WWP will ensure contracted provider staff are informed and skilled in guiding participants through their career journeys, offering comprehensive support such as career counseling and job search assistance while addressing educational and employment barriers. This strategy aims to make career pathways accessible and achievable, especially for those facing employment challenges, and will be actively promoted through Community Career Coaches to enhance awareness and accessibility.

3.13 20 CFR 679.560(b)(2)(ii): Co-enrollment

Describe how the local board will work with entities in WorkSource Oregon (as defined) to facilitate co-enrollment in WSO programs.

3.13

At WWP, we employ a "no wrong door" approach to ensure clients are guided to the right resources. This includes directing them to suitable programs within our One Stop partnership and external community partners. We particularly focus on facilitating co-enrollment for clients interacting with multiple core partners. The team at WWP promotes collaborative decision-making and relationship-building among One-Stop Partners. This also extends to making referrals. While we recognize that our communication systems, goals, and processes can sometimes complicate smooth referrals and co-enrollment, we actively address these challenges by:

- Encouraging service providers to forge stronger interconnections.
- Educating partners about each other's programs.
- Intervening as a mediator in case of any issues.
- Investing in professional development for better system integration.

An example of our commitment is the development of the Workforce Professionals Hub. This initiative, a collaboration with our One Stop Operator and other core partners, aims to enhance the efficiency of referrals, assessments, and co-enrollment. The platform will act as a centralized resource, simplifying procedures and encouraging cooperation among various agencies in the workforce development network. This ensures a more integrated and effective service delivery to our clients.

3.14 20 CFR 679.560(b)(2)(iii): Improve Access to Postsecondary Credentials

Describe how the local board will work with entities in WorkSource Oregon (as defined) to improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

3.14

WWP works with WorkSource Oregon to improve access to activities that lead to recognized postsecondary credentials, such as industry-recognized certificates or certifications. Promoting Individual Training Accounts (ITAs) through WorkSource centers is a key strategy, providing funding for eligible job seekers to train in high-

demand areas of their choice. WorkSource staff guide job seekers through the ITA process, offering a variety of training options that lead to valuable credentials, supporting career advancement, and meeting local industry skill needs. Additionally, WWP fosters strong ties with community colleges to identify and utilize additional funding for educational programs that result in credentials or certificates. Collaborating with educational institutions, WWP and WorkSource center staff provide job seekers with information and referrals to diverse educational paths, including short-term credentialing programs, apprenticeships, and degree programs, all tailored to labor market needs and promoted within WorkSource centers.

Another way WWP promotes postsecondary educational opportunities is through Training Contracts that deliver sector-specific training programs addressing local economic needs. These contracts, leading to industry-recognized certificates or credentials, are marketed as WorkSource Oregon programs, and promoted through local WorkSource centers, ensuring job seekers can utilize these resources.

3.15 20 CFR 679.560(b)(5)(i): Continuous Improvement of Eligible Providers

Describe how the local board will ensure the continuous improvement of eligible providers through WorkSource Oregon (as defined) and that such providers will meet the employment needs of employers, workers, and job seekers in the local area.

3.15

WWP adheres to the state's guidelines for accrediting eligible training providers and including them on the Eligible Training Provider List (ETPL). When speaking to interested training providers, WWP provides the WTDB policy and Survey Monkey link for the interested party to apply. Additionally, WWP ensures that our contracted provider staff are well-versed in promoting the ETPL as we train them on the same information, we provide to potential training providers. This encouragement extends to all training providers in the area, aiming to expand the ETPL and enhance customer options.

3.16 20 CFR 679.560(b)(20): Intake and Case Management

Describe any recent innovations, promising practices, or efforts to increase and streamline access to programs and services at WSO centers particularly as it relates to case management.

3.16

WWP is committed to improving case management within the WorkSource Willamette region through a comprehensive and dynamic approach. Best practices like utilizing data-driven leadership teams and focusing on staff competencies, coupled with emerging strategies that include refining referral processes and creating the Workforce Professionals Hub, are all aimed at streamlining services and expanding the reach of WorkSource. By utilizing leadership teams for monthly data-driven discussions, WWP and our partners, identify trends and opportunities for service improvement, fostering precise and gradual enhancements to meet job seeker needs effectively. Over the past three years, leadership teams at WorkSource centers have utilized tools such as Google My Business and iMatchSkills to track trends and guide operational improvements. Some of the recommended improvements include the strengthening of key competencies for WorkSource center staff, which is crucial for effectively assisting job seekers. **Please see Attachment V for more information about key competencies.** To support skill development, WWP has integrated an electronic learning management system offering training modules and resources, enabling staff to stay current with best practices and enhance their proficiency in key competencies.

The second initiative introduces Community Career Coaches (CCCs), who act as WorkSource ambassadors within the community, connecting job seekers, employers, and educational institutions. Beyond traditional workforce

services, CCCs help job seekers overcome barriers such as transportation and housing, offering comprehensive support to underserved communities and enhancing case management effectiveness.

Lastly, one of the most critically examined items in our system is on improving knowledge-sharing and referral processes in the region. Working with the One Stop Operator and core partners, WWP is developing the Workforce Professionals Hub to improve referrals, assessments, and co-enrollment efficiency among workforce development partners. This centralized resource simplifies the referral process, ensuring clear communication and efficient service navigation between case managers. The goal of the Workforce Professionals Hub is to keep job seekers engaged by providing a smooth transition to appropriate services, enhancing communication among workforce professionals, and delivering integrated and cohesive service across the WorkSource Willamette system.

Section 4: Services and Activities

4.1 20 CFR 679.560(a)(4): Workforce Development Activities – Part 1 Adults (Includes both WIOA Adults and Dislocated Workers)

- A. Provide an analysis of workforce development activities for adults in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these adult workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for adult workforce development activities.

4.1 A

In collaboration with our program partners who operate services in the WorkSource centers, WWP aims to provide a client-centered approach, where system partners and programs coordinate in a way that all job seekers have a pathway to improving their education, knowledge, skills, employment prospects for in-demand industries and occupations within the Mid-Willamette Valley. The WorkSource Willamette centers offer a comprehensive array of workforce development activities for adults, including individuals with barriers to employment. These activities are centered around education, training, and targeted support services across six WorkSource Centers in the region. The Adult and Dislocated Worker services offered in the centers include:

- **Exploratory Services:** Service that determine job seekers' employment and/or training needs and guide them to the next steps. Job seekers are greeted, and then move on to a one-on-one meeting with staff where basic information about job seeker needs is determined, and job seekers are provided information about available services. Then, whatever next steps are appropriate are offered. These services are offered in all six centers.
- **Career Services:** Services to help job seekers discover how their skills may match local labor market need, and how they can acquire skills that they may need for in-demand occupations. Career Services include the following:
 - Skills assessment services, both work-related skills and essential skills such as motivation, can include assessments done by partner programs such as the National Career Readiness Certificate (NCRC) to certify work readiness skills throughout the region.
 - Orientation to Title II Services (GED prep, ESL).
 - Career planning services, which help job seekers identify and reach career goals – this may include the creation of an individual employment plan (IEP), which is a specific road map to help the job seeker become employed; career exploration, through the use and analysis of labor market information, and/or career exploratory workshops, participating in the Work Ready program, which empowers job seekers to prove employment readiness and supports businesses in recruiting prepared workers.
 - Job Search services, which involves directing them to "talent development" workshops focused on essential skills like resume crafting and mastering interview techniques. Additionally, the service encompasses skill validation, where staff verify essential aspects such as the job seeker's motivation, work history, licenses, credentials, and other job-specific requirements.
- **Training Services:** 25% of WIOA funding for Adult and Dislocated Worker services must be spent on Training Services or training-based supports, per state guidelines. WWP has developed detailed program and fiscal monitoring systems to ensure funds are appropriately used for training services. Those training services offered in the Mid-Willamette Valley include:
 - Skill development services, which are organized programs of study leading to entry into an occupational field; this includes online learning programs such as Coursera that are offered to

- job seekers free of charge.
- On-the-Job Training and Incumbent On-the-Job Training: an alternative to classroom-based training, provided under a contract with an employer, where occupational training is provided for the WIOA participant in exchange for reimbursement, up to 50 percent of the participant's wage rate, for the costs of providing training and supervision.
- Transitional Employment: another type of work-based training with a private or public sector employer, normally for no longer than 200 hours of work, for those individuals who are chronically unemployed or have an inconsistent work history, with a goal of helping the participant demonstrate success at work and develop the skills that lead to entry into and retention of unsubsidized employment; WWP pays the wage, typically a wage for an entry-level employee.
- Paid Work Experience, which is similar to Transitional Employment, paid work experience is for adults who are currently in a post-secondary educational program where students complete unpaid practicum or internship hours as part of the degree requirement. For those individuals, WWP pays the student an entry-level employee wage during their time in the practicum.
- Cohort Training Using Training Contracts which are industry-driven technical skill training for a cohort of individuals for jobs within an in-demand industry or occupation.
- **Business Services:** Recruiting qualified job applicants and offering information for business support such as tax credits and other business specific programs, such as:
 - Customized training, which is the training of several potential employees of an employer, that meets the needs of a specific employer, with a commitment by the employer to pay a significant portion of the training cost and to employ trained individuals upon training completion. WWP is working toward offering this service soon.
 - Rapid Response, which is a service offered to an employer who is laying off a substantial number of employees and coordinated by WWP's Business Services Team with WWP as the designated entity for the Willamette region for the State (**see 4.5 for more information**).
 - Incumbent Worker Training, which is where WWP offers training and individual grants to employers to train current workers.
- **Follow-Up Services:** Services tailored for job seekers who have completed the program, aimed at maintaining engagement throughout their employment journey. This includes establishing connections with relevant parties to guarantee ongoing support and delivering information about job placements.

4.1 B

Strengths

WorkSource Willamette and its partners in the Willamette region effectively demonstrate strategic and agile approaches in workforce development initiatives. These efforts adeptly address the educational and skill requirements of the workforce, aligning with local employers' hiring needs, thus significantly enhancing the region's economic vitality. Key strengths found in our region include:



Service Delivery

Workforce service programs, both in-person and virtual, are developed in collaboration with community entities, ensuring wide-reaching availability across the Mid-Valley. This guarantees accessible services for all individuals, regardless of location. Additionally, the Centers' extensive partnership networks significantly enhance the impact and efficiency of workforce training funds. These partnerships not only lead to diverse training programs catering to various skill levels and occupational needs but also play a crucial role in supporting vulnerable populations, thereby promoting equitable access to employment. Moreover, the eagerness of employers to collaborate with WorkSource Willamette, WWP, and educational institutions showcases a progressive approach toward workforce training. Active

engagement with employers in identifying crucial employment skills informs the development of training programs specifically designed to meet unique employer needs, thereby ensuring relevance to the current labor market conditions. This is especially evident with newer programs coming from the region.



Community Engagement

There is a strong presence with diverse community stakeholders in the Mid-Willamette Valley, which creates a community-focused approach to workforce development, significantly enhancing the understanding of the local labor market and the specific needs of the community. In tandem with this, WWP and the WorkSource Willamette teams, maintain robust employer networks through consistent facilitation and participation in networking events, creating a cooperative environment conducive to shared strategy development and problem-solving. This collaborative effort is instrumental in driving forward a unified approach to workforce development where evolving workforce strategies are well-informed, relevant, and effective in addressing both current and future employment challenges.



Investments

There is a substantial investment in a wide array of workforce development programs, which integrate both established and innovative methodologies, and reflect a strategic and forward-thinking approach to funding. With investments from Future Ready Oregon, WWP can create a workforce delivery system that is not only skilled in offering traditional workforce delivery services but also adaptable services. This integration of new programs is significant, ensuring our services are not static, but rather fully equipped to embrace emerging trends and technologies, and shifts in the job market dynamics.

Weaknesses

While the region's workforce delivery system demonstrates several strengths, there are notable weaknesses in the region that, if addressed, will ensure a well-rounded approach to workforce development.



Limited Services

A notable issue in the WorkSource Willamette centers is the inconsistency in program and service availability across various centers. While main centers like Salem and Albany offer a comprehensive range of programs and services, these are not always available at affiliate centers, creating a barrier for individuals in need of specific support. Additionally, there are significant discrepancies in the integration and coordination of services across different centers. This variance leads to inefficiencies and inconsistent experiences for users, which can be a deterrent to effective service utilization. Furthermore, there is a pressing need for service customization. The current framework, governed by WIOA rules and regulations, restricts teams from adequately addressing the diverse needs of various population groups, particularly those facing significant employment barriers. This lack of tailored services hampers the ability of WorkSource to effectively support and empower all segments of the workforce, especially those who could benefit the most from specialized assistance.



Communication Gaps

Communication gaps among partners and the tendency of agencies to operate in isolated silos, often without standardized approaches, significantly impact the effectiveness of service delivery at WorkSource. This lack of cohesive communication undermines the potential for a unified and efficient

service approach. Moreover, the adoption of hybrid and remote work schedules, while beneficial and encouraged to promote work-life balance for employees, has further compounded these communication issues. These flexible work arrangements have inadvertently led to inconsistencies in service approach and delivery. Addressing these challenges necessitates better technological tools, which, while providing solutions, also introduce new challenges, such as cybersecurity risks and the hurdle of user adoption. Implementing effective technological solutions and fostering an integrated communication strategy are critical steps in overcoming these barriers, ensuring that services are delivered consistently and effectively across all platforms.



Needs Outside of Workforce Services

The COVID-19 pandemic's significant impact on the Willamette region was particularly harsh on lower-skilled workers, leading to heightened challenges in workforce service delivery. The demand for essential support services, such as childcare, transportation, housing assistance, universal internet access, and behavioral health services, exceeded the scope of traditional workforce services.



Outreach and Awareness Deficits

The issue of inadequate public awareness is a significant challenge for WorkSource Centers. Many in the general population are not fully aware of the array of services these centers offer, often mistakenly referring to them simply as the "Oregon unemployment office." This misconception leads to underutilization of the valuable resources and services that could benefit a larger segment of the public. To address this, there is a pressing need to ramp up marketing efforts. Enhanced marketing strategies are required not only to advertise the workforce services more effectively but also to overcome the hurdles in communication techniques. These improved strategies should aim to successfully inform and engage the community about the opportunities in workforce development, thus ensuring these resources reach and assist a broader audience.



Funding

A critical issue in the area is the limited resource allocation, particularly regarding WIOA funding, which is insufficient to adequately cover all necessary workforce development programs and services. This shortfall in funding hampers the ability to provide comprehensive support and hinders the development of robust and effective programs. Furthermore, the dependency on fluctuating and time-limited funding sources poses a significant challenge in securing sustainable and diverse financial resources for workforce programs. Reliance on such variable sources of funding introduces a level of uncertainty in program planning and execution, impacting the long-term effectiveness and scope of these initiatives. This financial unpredictability necessitates a strategic approach to resource management and a push for more stable and reliable funding streams to ensure the continuity and success of workforce development efforts.

4.1 C

For the past several years, WWP has been dedicated to shaping a regional workforce development system that efficiently serves job seekers, businesses, and the community at large. Enhanced by additional funding, such as Future Ready Oregon, and innovative program designs using discretionary grants, the region has seen increasing opportunities that build upon the inherent strengths and partnerships within the area. New programs are meticulously designed to augment the existing regional capabilities and to encourage robust partnerships, particularly through the formation of Strategic and Local Leadership Teams that review the effectiveness of the WorkSource centers and the Business Services and Job Developer Teams that focus on serving business

customers. WWP maintains a schedule of regular meetings for these teams to enhance the capabilities of the Willamette WorkSource system, as these teams are vital in broadening the collaborative network, ensuring each program's success.

4.1 D

The introduction of discretionary funding and resources has been key to addressing the specific needs of various industries and diverse population groups in the region. This strategic investment supports the development of innovative solutions that cater to industry requirements and assist special populations. WWP's adoption of communication and project management tools, such as Monday.com and the Workforce Professionals Hub, is set to revolutionize information sharing and accessibility among project partners. Despite these advancements, WWP acknowledges existing limitations, such as maximum output constraints and community barriers like inadequate public transport, digital access, and childcare. WWP and its partners work hard to identify and implement creative problem-solving solutions, continually exploring innovative ideas to address challenges, including staffing limitations and funding mismatches with business and community needs.

4.2 20 CFR 679.560(b)(8): Workforce Development Activities – Part 2 Youth (Includes WIOA Youth)

- A. Provide an analysis of workforce development activities for youth in the local area including education and training and including individuals with barriers to employment;
- B. Describe specific strengths and weaknesses of these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- C. Describe the capacity to provide these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;
- D. Identify successful models and best practices in the local area for youth workforce development activities.

4.2 A

Youth workforce activities in the Mid-Willamette Valley include activities for youth with disabilities and Youth Who Require Additional Assistance, which is offered in the WWP region and defined as an individual who has no work history or has a history of being terminated from employment; is at risk of dropping out of school; or is treated by, or has successfully completed, treatment with an agency for a substance abuse or mental health disorder. Services range from career guidance to comprehensive training leading to meaningful employment within in-demand industries or occupations in the region. To offer youth workforce services under WIOA, WWP selects program operators through a competitive procurement process, known as a Request for Proposal (RFP), and contractors are approved by the WWP Board. Selected providers are required to have available the following 15 program elements:

- **Educational Support:** Offering tutoring, study skills training, dropout prevention, online charter school access, and GED prep, facilitated by tutors and local community colleges.
- **Alternative Schooling Options:** Access to alternative secondary schooling and dropout recovery programs, including online charter schools and after-school tutoring.
- **Work Experience Opportunities:** Both paid and unpaid work experiences are available through local business partnerships and in-house training programs.
- **Occupational Training:** Skills training aligned with targeted sectors, provided by community colleges or industry-recognized providers.
- **Education and Workforce Preparation:** Programs combining academic and occupational training, including business tours and post-secondary education pathways.
- **Leadership Development:** Community service, peer mentoring, and life skills training to foster leadership skills.

- **Support Services:** Assistance to help participants successfully engage in WIOA services, prioritizing community resources.
- **Adult Mentoring:** A variety of mentoring programs and partnerships with local employers.
- **Follow-up Services:** Ongoing support for twelve months post-program, involving various engagement methods.
- **Guidance and Counseling:** Referrals to mental health services and partnerships with local agencies for onsite counseling. In the Willamette Workforce area, we also offer essential skills training through the Rethinking Careers program, which is a 14-session curriculum focusing on cognitive behavioral techniques for teaching youth emotional well-being and critical thinking skills.
- **Financial Literacy Training:** Collaborations with credit unions and online programs to enhance financial skills.
- **Entrepreneurial Skills Development:** Workshops, online courses, and the MakerSpace program at Community Services Consortium in Polk County to foster entrepreneurship.
- **Labor Market Insights:** Access to labor market data and job market trends.
- **Post-secondary Education Preparation:** Support with college entrance exams, applications, scholarship searches, financial aid, and academic advising.

4.2 B

Strengths

WIOA's mandate to allocate a minimum of 75% of funds to out-of-school youth resonates significantly with the circumstances of youth in the region. Recent data from the Oregon Department of Education highlights a concerning dropout rate in the Mid-Willamette Valley, with approximately 4 % of the student population withdrawing without graduating or transferring to a graduation-track school during the 2021-2022 school year. This equates to 1,874 dropouts from a total student body of 35,085, with Marion County experiencing an even more pronounced dropout rate of 7 %, translating to 1,325 dropouts from 20,243 students. Trends in the secondary education system inform service delivery, community engagement, and investments for the youth population in our region. The strengths of local efforts include:



Service Delivery

The service delivery within the WIOA youth program is notably expansive, catering to a broad range of educational and vocational needs for the youth. It encompasses options for alternative education pathways and vocational training that are synchronized with the needs of the local industries, ensuring that the skills gained are both pertinent and in demand. The WIOA youth program's commitment to providing education in tandem with workforce preparation equips youth with a balanced suite of academic knowledge and practical skills crucial for employment readiness. Furthermore, the program's integration of comprehensive labor market insights ensures that youth are well-informed about current employment trends, thereby enabling them to make strategic career decisions.



Out-of-School Youth Focus

In response to the local educational challenges, WWP's WIOA youth programs are required to enroll youth into WIOA services within 12 months of their dropout date. The push for recapturing youth sooner showed initial promise during our pilot year (2022-2023), where 44 youth who had dropped out of school within one year were enrolled in GED programs across various providers, which was a marked improvement from previous years. Early enrollees also displayed a 52% success rate in re-enrolling in high school or obtaining their GED in a shorter time frame (average of 112 days) than their counterparts,

highlighting the effectiveness of timely engagement in fostering educational attainment and skill development.



Rethinking Careers

The Rethinking Careers initiative by WWP provides a specialized and proprietary curriculum to equip young adults with crucial work-ready skills through a series of 14 focused sessions, which strategically incorporates an educational component that is instrumental in addressing mental well-being for youth. By utilizing cognitive behavioral techniques within its curriculum, the program helps young adults develop not only professional skills but also emotional and psychological resiliency. The curriculum's sessions focus on building self-efficacy, enhancing decision-making abilities, and fostering problem-solving skills—all of which contribute to a healthier mental state.



Partnerships

In the WIOA youth programs across Polk, Yamhill, Marion, and Linn Counties, strategic educational collaborations are key. Polk County focuses on guiding high school dropouts back into education and career paths, utilizing local K-12 schools as a primary resource. In Yamhill, the emphasis is on integrating youth into alternative schooling systems. Linn County's approach includes a joint venture with Linn-Benton Community College to provide GED services. These partnerships are pivotal in offering dropouts a second chance at education and guiding them toward sustainable career options. In addition to well established educational partnerships, WIOA youth programs have enduring partnerships with local businesses, crucial to their strategic approach. These collaborations facilitate essential work experiences, job shadowing, and industry tours for youth. These experiential opportunities are instrumental in equipping young individuals with practical skills and insights, aligning their career goals with the changing demands of the local economy.

Weaknesses

In late 2021, WWP surveyed dozens of stakeholders from regional K-12 school districts, community-based organizations that primarily serve youth, WIOA youth providers, Job Corp managers, and Board members about the challenges they noted in the region. Stakeholders in the Willamette region have identified a range of weaknesses in youth development, particularly for those aged 16 to 24.



In-School/Out-of-School Challenge

The Willamette region faces a critical challenge in enhancing strategies to connect with and aid youth nearing dropout. These individuals are classified as in-school youth, creating a conflict with the WIOA focus on out-of-school youth. This dichotomy leads to a complex situation for WIOA youth providers, who must navigate the constraints of funding directives that may not align with the actual needs of these at-risk students. There needs to be a different way to provide practical help and defined routes for these at-risk youths, including reintegration into educational systems, even if it means reclassifying the definition of out-of-school youth to comply with WIOA mandates. There is a need to assist these youth and it requires a streamlined, efficient approach that cuts through the clutter of bureaucracy, particularly for youth grappling with unstable housing situations, doubtful of formal education, or those without supportive home environments.



Mental Health

Tackling mental health and substance abuse issues among young people is crucial, as these challenges hinder their educational and employment aspirations. While efforts to incorporate mental health services in youth programs exist, there is an urgent need for more holistic, accessible, and youth-centric mental health support. Current services might not adequately cover the extensive care and diverse assistance needed. This gap can lead to insufficient treatment and support, increasing feelings of isolation and disconnection from the community and schools. In essence, while there are services in place, the depth, breadth, and accessibility of mental health support for youth requires significant enhancement to ensure that all young people in the region have the mental and emotional grounding to thrive in their personal and professional lives.



Division of Systems

Engagement for youth workforce development faces a significant challenge due to the apparent disconnection between secondary education systems, post-secondary, and WIOA workforce opportunities. While partnerships may exist on paper, the reality is that there is a substantial gap that young people face as they transition from high school to further education or the workforce. This divide, often referred to as the “summer melt,” is where young individuals, despite having access to a network of support, find themselves without the necessary guidance or resources to navigate the complex landscape of adult education and employment. The theoretical alignment between high school programs and post-secondary opportunities does not always translate into practical, actionable pathways for the youth and can lead to a lack of direction at a critical juncture in educational and professional development.

The disconnect is not just a matter of transitioning from one educational phase to another; it is about bridging two fundamentally different worlds with their own sets of expectations, norms, and requirements. On one side is the secondary education system, with its structured environment and support systems and on the other side the post-secondary and adult workforce world, which demands greater autonomy and self-direction from individuals. Addressing this disconnect requires intentional strategies that facilitate smoother transitions. It calls for active collaboration between secondary and post-secondary institutions, workforce development agencies, and employers to create a more cohesive ecosystem.



Limited Funding

In the Willamette region, delivering WIOA services faces a critical challenge due to shrinking funding. These services, vital for youth development, depend on building personal relationships and consistent support, necessitating a dedicated, well-staffed workforce. However, the substantial costs of such staffing, including overheads, are strained by diminishing financial resources. This funding decline creates a paradox: there's an increasing demand for comprehensive, interaction-focused services for youth, but a shortage of staff to meet these needs. Reduced funding leads to larger caseloads for existing staff and sometimes diminishes service quality and availability. With fewer staff, personalized and consistent support weakens, affecting engagement quality with youth, essential for their reintegration into education and the workforce. This financial challenge underscores the need for efficient fund management and advocacy for sustained or increased funding to ensure the youth receive adequate attention and support for a successful transition to adulthood and the workforce.

4.2 C

The capacity to deliver youth workforce development activities in the Willamette region is robust and multifaceted, designed to address the educational and skill needs of the emerging workforce as well as to meet the employment demands of local businesses. The comprehensive strategy encompasses a variety of programs and services that are aligned with WIOA requirements. These programs, crafted with a deep understanding of regional needs, offer alternative schooling options and hands-on occupational training that align with the area's in-demand sectors, thereby equipping youth with both the academic credentials and practical skills necessary for workplace success.

Central to the local area's strategy is the recognition of various barriers that youth may face, including those who have dropped out of school or are at risk of doing so. Programs are structured to provide immediate re-engagement through educational support like GED preparation, alongside work experience opportunities and occupational training, all facilitated by strategic partnerships with educational institutions and local businesses. This ensures a seamless transition from education to employment, aligning the service delivery with both individual aspirations and market needs.

4.2 D

Best practices within the Willamette region's youth workforce development include proactive engagement strategies that focus on early intervention for out-of-school youth, ensuring they are rapidly re-integrated into educational systems or workforce training programs. The region's emphasis on follow-up services and work-based learning experiences is also a strength, offering sustained support and real-world job exposure to those transitioning back into education or entering the workforce for the first time.

Successful models in the region have been characterized by their holistic approach to servicing youth, which encompasses not just employment training but also the development of life skills, financial literacy, and mental health support. One such model includes the integration of cognitive behavioral techniques within curricula, such as the Rethinking Careers program, which equips youth with essential employability skills and emotional resilience necessary for the workforce. Another notable practice is the leveraging of community resources before expending WIOA funds, ensuring that support services are effectively coordinated and utilized to their fullest potential.

4.3 20 CFR 679.560(b)(6): Employment and Training Activities

Considering the response in 4.1, provide a specific description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

4.3

The Willamette region offers a diverse array of employment and training activities for adults and dislocated workers. Two comprehensive centers, located in Salem and Albany, offer full access to mandated services with the representation of all required partners. Meanwhile, four affiliate centers situated in McMinnville, Dallas, Woodburn, and Lebanon, while not providing all programs directly, are well-equipped to refer clients to comprehensive services. The aim is to create seamless pathways for job seekers, guiding them through exploratory services to determine their employment and/or training needs and then onto career services that match their skills with local market demand.

The centers conduct skills assessments, offer orientation to Title II Services, and provide career planning services, including the development of individual employment plans and career exploration workshops. Job seekers are also supported with job search services and placement assistance, connecting them with appropriate employment opportunities. It is the intent of WWP to utilize available training funds in the most

effective manner, focusing on high-demand occupations that enable trainees to achieve a level of self-sufficiency and allow them to access career growth opportunities. With WIOA and discretionary grant funds, WorkSource program providers offer multiple forms of employment and training services to meet the unique needs of participants as they upskill or reskill into the new path. This includes talent development workshops, skill development services, and various forms of OJT and Incumbent Worker Training through WWP. There is also a focus on transitional employment for individuals with barriers to employment and paid work experience geared towards adults engaged in post-secondary education requiring practicum or internship hours. The WorkSource Willamette region also recognizes the need for technology in our service delivery and offers workforce preparation training and career exploration courses via our online learning platform, Coursera.

Business services offered at the centers target the recruitment of qualified job applicants and include training aligned with specific employer needs. Rapid Response services and Incumbent Worker Training are also prominent, addressing the training needs of current workers, particularly those moving into middle management positions or other promotional opportunities.

4.4 20 CFR 679.560(b)(18): Training Services

- A. Describe how training services outlined in 20 CFR 682 will be provided through the use of individual training accounts. If contracts for training services are used describe how they will be coordinated with the use of individual training accounts under 20 CFR 682; and
- B. Describe how the local board will ensure informed customer choice in the selection of training programs regardless of how training services are to be provided.

4.4 A

WorkSource Centers provide Individual Training Accounts (ITAs) to eligible Adults, Dislocated Workers, and Out-of-School Youth aged 18-24, offering up to \$5,000 for vocational training, potentially increased with other funds. ITAs require an Individual Employment Plan, prerequisite course completion, demonstration of necessary skills, legal eligibility for the occupation, maintenance of a 2.0 GPA, and available job openings in the training field. Staff perform thorough assessments to ensure training aligns with job seekers' previous wages, skill gaps, completion resources, job market demand, and suitability over work-based training alternatives.

Training Contracts complement ITAs and an option when training is not on the Eligible Training Provider List (ETPL), such as on-the-job, customized, or incumbent worker training, or when contracting with organizations serving individuals with employment barriers, or for in-demand sector training by higher education institutions. These contracts undergo an effectiveness assessment, considering financial stability, past performance, non-duplication of existing programs, and short-term curriculum development for increased training capacity. Appeals against Training Contract denials are reviewed by the WWP Executive Director.

WWP may also determine that providing training through a combination of ITAs and Training Contracts is the most effective approach. This approach could be used to support placing participants in programs such as Registered Apprenticeships and other similar types of training.

4.4 B

WWP ensures equitable access to training scholarships through a detailed ITA process. Staff verify the necessity of training and assess whether work-based training is a suitable alternative. Customer choice is prioritized when working with job seekers in choosing a training provider. In some cases, this includes working with non-approved training providers through the process to become approved so the job seeker can access their preferred choice in training. For Training Contracts, like OJTs or cohort training through community

organizations for individuals with employment barriers, or institution-provided training for in-demand sectors, customers self-select enrolling into those programs.

4.5 20 CFR 679.560(b)(7): Coordination with Rapid Response Activities

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities.

4.5

As the designated entity for Rapid Response in the Mid-Willamette Valley, WWP orchestrates the delivery of workforce services following layoffs or closures. WWP spearheads these efforts, collaborating closely with Business Services Teams and WorkSource partners, among others, to offer seamless support to employers and workers facing job transitions. The centers engage proactively with all notifying employers in the region to extend workforce assistance. Key actions in Rapid Response include:

- Convening a cross-functional team early on to plan for workforce transitions, incorporating employer and employee perspectives, local WorkSource center staff, and union representatives when applicable.
- Organizing an initial meeting swiftly upon layoff notification to understand the situation and, if possible, meeting with the company within two days.
- Conducting a survey to capture the preferences of the affected employees and the employer's planned support measures.
- Holding sessions to inform employees about available support, ideally at the workplace, with presentations by state and WorkSource representatives.
- Providing a comprehensive package of services, including peer support to reach laid-off workers, information about various employment programs, and connecting them to relevant workforce development opportunities.

This strategy ensures proactive support through multidisciplinary engagement, quick on-site response, detailed assessments, tailored information sessions, and a coordinated array of services, establishing a supportive framework for workers during times of transition.

4.6 20 CFR 679.560(b)(10): Coordination with Supportive Services

Describe how the local board will coordinate WIOA Title I workforce investment activities in the local area with the provision of transportation and other appropriate supportive services.

4.6

The WWP Board understands the vital role of integrating supportive services with workforce programs, recognizing that many job seekers face barriers such as transportation, technology access, housing, childcare, and more. To extend support beyond the limited scope of WIOA funding, WWP and its partners actively blend funds with non-Department of Labor sources. This approach, known for its multi-sector impact, has enabled the provision of specialized scholarships for job seekers receiving food assistance and additional resources through partnerships with local community organizations.

In addition to offering core supportive services in the WorkSource centers, WorkSource Willamette staff participate in Service Integration Team (SIT) meetings across the region, enhancing resource coordination for job seekers. These meetings, with representatives from various sectors including education, law enforcement, government, non-profits, and the community, aim to expedite solutions by aligning resources with specific needs while avoiding service overlap. SIT initiatives range from immediate solutions like emergency housing and utility aid to broader community development efforts such as literacy programs, extracurricular funding, and

youth leadership opportunities. This comprehensive approach addresses both fundamental and complex needs, crucial for supporting job seekers in their diverse challenges.

4.7 WorkSource Oregon/One-Stop Delivery System (Oregon Requirement)

List all WorkSource Oregon (WSO) Centers in the local area and provide for each site the:

- Location (City);
- WSO Center Type (Comprehensive, Affiliate, Partner Site/Specialized);
- List of Partners Represented; and
- Means of Service Availability by each Partner (physically present, direct linkage through technology, or referral only).

Each Center must be consistent with the One-Stop Center definitions and requirements contained in the [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#).) and the [Memorandum of Understanding and Cost Sharing Policy](#) (and attachments).

4.7

The Willamette workforce region has six WorkSource centers, which are the cornerstone of the public workforce investment system and house multiple organizations and programs. Collectively, the six centers are referred to as WorkSource Willamette. Each WorkSource Willamette center is a single point of entry for accessing WIOA services, the Oregon Employment Department, and other partners for thousands of area residents who receive services each year. The idea is that job seekers interact with friendly, efficient, and knowledgeable staff to help guide them through an array of services.

The physical locations of the six WorkSource Willamette centers, as well as the center type, are listed below:

- WorkSource Albany, 139 SE 4th Ave, Albany, OR 97321 – Comprehensive
- WorkSource Lebanon, 44 Industrial Way, Lebanon, OR 97355 - Affiliate
- WorkSource Polk, 580 Main Street, Suite B, Dallas, OR 97338 -Affiliate
- WorkSource Salem, 605 Cottage St. NE, Salem, OR 97301 – Comprehensive
- WorkSource Woodburn, 120 Lincoln Street, Suite 115, Woodburn, OR 97071 – Affiliate
- WorkSource Yamhill, 370 Norton Lane, McMinnville, OR 97128 – Affiliate

The partners, signatories to the WIOA One-Stop Partner Memorandum of Understanding, include:

- Chemeketa Community College and Linn-Benton Community College (Providers of Adult Education and Literacy services under WIOA Title II)- available through referral.
- Oregon Employment Department (Wagner-Peyser Services, Title III)- physically present.
- Office of Vocational Rehabilitation Services (Department of Human Services Vocational Rehabilitation Services, Title IV) – physically present and through referral.
- Job Corps – physically present and available through referral.
- Confederated Tribes of the Siletz – available through referral.
- Easter Seals Oregon – available through referral.
- Department of Human Services Self-Sufficiency – available through referral.
- Oregon Commission for the Blind – available through referral.

4.8 One-Stop Operator Procurement (Oregon Requirement)

- A. Identify the One-Stop Operator.
- B. Describe the procedures and timelines for future procurement of a One-Stop Operator consistent with the [One-Stop Operator Procurement Policy](#) (including [Attachment A - Process for Local Workforce Development Boards as One-Stop Operator](#)).

4.8 A.

The One-Stop Operator in the region is Hightower Workforce Initiatives.

4.8 B.

All local contracts for activities under Title I of WIOA, including the selection of the One-Stop Operator, are awarded through a competitive procurement process known as a Request for Proposal (RFP). WWP's last RFP for One-Stop Operator services concluded in June 2022, with the award going to Hightower Workforce Initiatives (PWI). As required by sec. 121(d)(2)(A) of WIOA, WWP will conduct a competitive process every four years and is scheduled to conduct our next competitive process in 2026 with strategic planning for the One-Stop Operator services with WorkSource partners to occur in the summer of 2025.

4.9 One-Stop Center Certification (Oregon Requirement)

Identify the established procedures for ongoing certification of one-stop centers consistent with [One-Stop Certification Policy](#) (including [Attachment A - WSO Centers and Other Sites – Requirements Matrix](#), [Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#)).

4.9

WWP assesses all Mid-Willamette Valley WorkSource centers, two (2) comprehensive and four (4) affiliate sites, for certification once every three years, with the last certification occurring in 2022. As part of the evaluation process, WWP evaluated each center on the programmatic access as required in WIOA sec. 121 (e), the center effectiveness as required in WIOA sec. 116, the execution of the WorkSource Operational Standards as required by the State, and physical accessibility as required under WIOA sec. 188. The process for certification is outlined in WWP's policy, P12- One Stop Certification, which states:

- All Mid-Valley WSO centers will be assessed utilizing the Mid-Valley WorkSource Certification Checklist no later than June 15th.
- The completed assessment will be evaluated in person by Willamette Workforce Partnership (WWP) staff for all comprehensive and affiliate center sites every three years, at a minimum. Staff will conduct the review on-site at each center to determine if the center meets the certification requirements outlined in [our policy](#). Staff will conduct the evaluation of physical accessibility as part of annual monitoring, in accordance with (WWP) Monitoring and EEO policies and regulations and will utilize the outcomes of that evaluation as a component of center certification. An additional assessment will not be conducted as part of center certification processes.
- If a center does not meet certification criteria, technical assistance and/or a corrective action plan will be documented that includes the actions to be taken and the allotted period of time to meet the conditions for certification. These documents will be maintained with the certification documentation and in accordance with record retention policies and procedures. Willamette Workforce Partnership staff will reevaluate, as required by these documents, to determine center certification criteria.

- At the discretion of WWP a center may be certified/recertified while concurrently receiving technical assistance or completing corrective action.

4.10 WorkSource Oregon Operational Standards (Oregon Requirement)

- Do all Comprehensive and Affiliate WSO Centers in the local area provide services that meet or exceed the [WorkSource Oregon Operational Standards](#) effective June 9, 2023?
- If not, please describe the strategies to bring WSO Centers into compliance.

4.10 A.

Yes. All WorkSource Willamette centers can provide services that meet the WorkSource Oregon standards. Services are available in person or online, including core workshops for talent development. To ensure job seekers have access to services, an online scheduler is available through WorkSource Oregon's website and promoted for individuals to schedule services (in person or virtual) on WorkSource Oregon and MyWorkSource Portfolio. The scheduling system allows staff to facilitate access to services provided through the One-Stop delivery system in alliance with services identified in the WorkSource Oregon Operational Standards. For some workshop services identified in the WorkSource Oregon Operational Standards, services are currently available through virtual options only. WWP and our partners are working toward providing those services in person at the local WorkSource centers to enhance our ability to serve our job seekers.

4.11 20 CFR 679.560(b)(11): Improving Service Delivery

Describe plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through WorkSource Oregon (as defined).

4.11

WWP collaborates with key partners to coordinate strategies and services, reducing service duplication. This collaboration is formalized in a Memorandum of Understanding, aligning goals and responsibilities. The SLT consists of regional managers from core partners and develops and implements shared objectives from the strategic plan. Furthermore, the Local Operations Teams, with front-line supervisors from WorkSource centers, assess the feasibility of these goals and integrate them into daily operations. These structures enable WWP and its partners to effectively understand and address workforce service needs, prioritizing accessible services for job seekers facing employment barriers. In the WWP region, a best practice involves the leadership teams, as mentioned in **Section 3.2**, working collaboratively with WWP facilitation to ensure services meet customer demands. Further, WWP's Program Director monitors center data to identify gaps or duplications, fostering continuous improvement through the leadership teams' discussions.

In addition to the leadership work, WWP is refining its approach to enhance collaborative efforts and minimize overlap through the One-Stop Operator's role. This includes overseeing a Microsoft Teams platform to streamline partner communication and analyzing data to improve service delivery. By adopting strategies such as service integration, data analysis for identifying redundancies, proactive communication for coordination, and continuous protocol updates, WWP provides unified and efficient services in line with the Wagner-Peyser Act's directives

4.12 20 CFR 679.560(b)(5)(iii): Accessibility

- Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with

Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.

- B. Describe how entities within WorkSource Oregon (as defined), including one-stop operators and one-stop partners, will comply with 29 CFR, Part 38, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities.
- C. Considering the response in A. and B., describe how entities with WorkSource Oregon (as defined) provide staff training and support for addressing the needs of individuals with disabilities.

4.12 A.

All WorkSource Willamette centers are compliant with the Americans with Disabilities Act (ADA) and provide services and equipment for job seekers with physical and intellectual disabilities. WWP ensures that the one-stop delivery entities comply with ADA requirements by designating the WWP Program Director as the Equal Opportunity officer in the area, overseeing ADA compliance. During the last center certification, WWP and the Oregon Employment Department completed a physical ADA compliance checklist of each WorkSource Center to ensure that physical accessibility standards outlined in the ADA are followed.

4.12 B.

Beyond the physical workforce center accessibility, local WorkSource Willamette staff have training in working with individuals with disabilities and are knowledgeable about resources available to customers with disabilities that may not be available in the One-Stop. In addition, there is a streamlined referral process with Vocational Rehabilitation and their contracted providers who are qualified to provide employment services to Vocational Rehabilitation participants. WWP utilizes guidance from partners with Adaptive Technology, a firm specializing in workforce adaptations, to keep knowledgeable about up-to-date technology.

4.12 C.

Oregon Vocational Rehabilitation Services (OVRs) provides training for WorkSource partners to clarify work incentives and their impact on benefits for disabled participants. These sessions, held multiple times annually, are crucial for partners to better serve individuals with disabilities. Alongside OVRs training, WWP enhances this knowledge base through Job Developer meetings, where the Business Services Team learns about local employment and job development initiatives, particularly those related to the Office of Developmental Disabilities Services (ODDS). These meetings cover a range of services available to individuals with disabilities, including customized job exploration, job development services funded by OVRs, long-term job coaching, employment path programs, benefits planning, community living support through ODDS, and information on employers experienced in hiring job seekers with physical or intellectual disabilities.

4.13 20 CFR 679.560(b)(5)(ii): Virtual/Remote Access

Describe how the local board will facilitate access to services provided through WorkSource Oregon (as defined), including in remote areas, through the use of technology and other means.

4.13

Efforts in broadening access to WorkSource Willamette services through strategic technological integrations and community-based initiatives are a priority of WWP and our WorkSource partners. WWP promotes the use of workforce services through WorkSource Oregon, which offers an online schedule for individuals to schedule in-person and virtual career services, as well as MyWorkSource Portfolio, which allows job seekers to create resumes, sign up for workshops, search for job openings, and find other resources virtually. Additionally, we promote online learning through our contract with Coursera, where job seekers have access to over 5,000 online training programs for free. In addition to these services, WWP is developing the WorkSource Willamette

Professionals Hub, a digital platform where case managers and workforce professionals can access and share employment resources and training materials so that they can directly serve their participants while physically in the community rather than expecting the job seekers to come to the WorkSource centers. This hub will serve as a central point for continuous professional development and as a repository of up-to-date job listings and career counseling tools. Furthermore, our Community Career Coaches and WorkSource Navigators are instrumental in extending our reach into targeted and remote areas, providing on-the-ground support and guidance, and ensuring that the most underserved job seekers have equitable access to our services. Through these concerted efforts, WWP is enhancing the delivery of workforce development services across our region.

Section 5: Compliance

5.1 20 CFR 679.320: Local Board Membership

(TEGL 27-14, cited in Policy, is no longer active)

Complete the Local Board Membership Roster form provided (same as Attachment C - Local Board Membership Roster Template) consistent with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#). Submit the Local Board Membership Roster form as an attachment.

5.1 Please see Section 5: Attachments- Response 5.1

5.2 20 CFR 679.320: Local Board Membership Policy

(TEGL 27-14, cited in Policy, is no longer active)

Submit as an attachment the local board policy and process for nomination and appointment of board members compliant with [Oregon WTDB Policy Local Board Membership Criteria](#) (including [Attachment A - Local Board Membership Requirements](#), [Attachment B - LWDB Membership Calculator \(Excel\)](#), [Attachment C - Local Board Membership Roster \(template\) \(updated 11/1/2021\)](#), and [Attachment D - References](#).

5.2 Please see Section 5: Attachments- Response 5.2

5.3 20 CFR 679.310(a): Local Board Certification

Complete Local Workforce Development Board Certification Request form provided (available in October 2023 through Basecamp) consistent with [WIOA Title I Policy Appointment and Certification of Local Workforce Development Boards](#) (including [Attachment A - LWDB Certification Request Letter Template](#), [Attachment B - LWDB Board Certification Process](#), and [Attachment C - References](#)). Submit the Local Workforce Development Board Certification Request form as an attachment.

5.3 Please see Section 5: Attachments- Response 5.3

5.4 Equal Opportunity Officer (Oregon Requirement)

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

5.4

The Equal Opportunity Officer for the region is Ami Maceira – Program Director, Willamette Workforce Partnership: amaceira@willwp.org

5.5 Local Board Documents (Oregon Requirement)

Provide completed copies of the following local board approval forms as an attachment:

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents are available in October 2023 through Basecamp.

5.5 Please see Section 5: Attachments- Response 5.5

Required Elements

5.6 20 CFR 679.560(b)(14): Responsible Entity for Grant Fund Disbursement

Identify the entity responsible for the disbursement of grant funds described in 20 CFR 679.420, as determined by the chief elected official or the Governor under the same section (20 CFR 679.420).

5.6

WWP is designated by the Chief Local Elected Official (CLEO) as the grant recipient and fiscal agent for the Mid-Valley Workforce area.

5.7 20 CFR 679.560(b)(15): Competitive Process for Subgrants

- A. Describe how the local board remains a neutral broker of adult, dislocated worker, and youth services consistent with [Oregon Executive Order 13-08](#) by describing the competitive process that will be used to award subgrants and contracts for WIOA Title I activities.
- B. Submit an organization chart as an attachment that depicts a clear separation of duties between the board and service provision.
- C. Provide the current names of contracted organizations and the duration of each contract for WIOA Title I Adult, Dislocated Worker, and Youth services.

5.7 A.

All local contracts for activities under Title I of WIOA, including the selection for Youth services, Adult and Dislocated Worker services, and for the One-Stop Operator, are awarded through a competitive procurement process known as a Request for Proposal (RFP). The competitive process for awarding the RFP by WWP is comprehensive. Any publications from WWP about the RFP includes key dates such as, launch date and bidder submission dates, and are advertised in the local newspaper in each county and repeatedly promoted through the WWP newsletter, social media channels, such as LinkedIn and Facebook, and on our website. Once the RFP is available, the submission deadlines for RFPs are posted on all announcements and on the RFP publication. While a minimum of 30 days is generally recognized as the standard duration for an RFP to remain open, WWP

aims for a longer period, ideally 60 days. This extended timeframe has several advantages, such as allowing bidders more time to understand the requirements, formulate thorough proposals, and ensure all criteria are met. Ideally, this approach attracts a wider range of bidders, including those who may need additional time for compliance, especially for complex projects.

The RFP document outlines the exact dates and processes for submitting questions and receiving answers, helping bidders stay informed and compliant with the requirements. Bidders who attempt to contact WWP directly are advised to closely follow these guidelines to participate in the competitive process effectively. When a potential bidder submits a question, those questions and answers are posted on our website for all bidders to review.

Following the submission deadline, when all proposals have been received, WWP conducts a preliminary administrative review. This step is crucial to confirm that each bidder meets the essential qualifications. A key part of this process involves verifying each bidder's Unique Entity ID (formerly known as SAMS), a critical step to ensure they are eligible to receive federal funds. This administrative capacity review serves as a foundational check before further evaluation of the proposals.

For bidders who pass the initial eligibility review, their proposals are reviewed by a panel of stakeholders, which may include board members, local businesses, other WorkSource partners, and members of the local community college and/or school districts. Each reviewer must sign a confidentiality agreement and a conflict-of-interest statement, ensuring that all proposal evaluations are conducted with the utmost integrity, free from any personal or professional biases and that all sensitive information contained within the proposals is kept secure and confidential. Proposals are scored using a detailed rubric, with specific weight assigned to various aspects of the proposal; the rubric is provided to all bidders with the RFP packet. After the proposals are reviewed and scored by the evaluation panel, a recommendation for award is presented to the WWP board of directors for official approval. Following board approval, results are communicated to all applicants via email, followed by results published on our website. During the time provision results are communicated, each bidder is provided with the process for appealing the award decision, with specific guidelines and deadlines. The process emphasizes transparency, qualification adherence, and a structured evaluation to ensure the selection of the most suitable bidder.

5.7 B.

Please see Section 5: Attachments- Response 5.7

5.7 C.

Contract awards for Adult and Dislocated Worker services include Community Services Consortium (Linn and Polk counties) and South Coast Business Employment Corporation (Yamhill and Marion counties). All contracts are for one year with renewal options until June 30, 2024. Additionally, contracts were awarded to local organizations to work with individuals with multiple employment barriers; these contracts are to Community Services Consortium (Linn County) and the Mid-Willamette Valley Community Action Agency-DeMuniz (Marion), with renewal contracts ending on June 30, 2024. Youth services contracts awards were to Chehalem Youth and Family Services (Yamhill County), Community Services Consortium (Linn and Polk counties), and Interface Network (Marion County). All contracts are for one year with renewal options from July 1, 2022, to June 30, 2026.

5.8 20 CFR 679.560(b)(12): WIOA Title II Application Review

Describe how the local board will carry out the review of local applications submitted under Title II consistent with 20 CFR 679.370(n)(1).

5.8

During the last WIOA Title II Adult Education and Family Literacy Grant review of applications (2022-2027), WWP's Program Director reviewed applications that measured the cost, effectiveness, and partnership of Title II services to identify the appropriate entity to deliver Title II programs in our region.

5.9 20 CFR 679.560(b)(13): Local Cooperative Agreements

Submit as an attachment executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in WorkSource Oregon (as defined) to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination consistent with 20 CFR 679.370(n)(3).

5.9 Please see Section 5: Attachments- Response 5.9

5.10 20 CFR 679.560(b)(5)(iv): Memorandum of Understanding and Infrastructure Funding Agreement

Describe the roles and resource contributions of the WorkSource Oregon partners by providing as an attachment the current Memorandum of Understanding and Infrastructure Funding Agreement for the local area.

5.10 Please see Section 5: Attachments- Response 5.10

5.11 20 CFR 679.560(b)(16): Negotiated Performance

Provide as an attachment, the local levels of performance negotiated with the Governor and chief elected official consistent with 20 CFR 677.205-230, to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the WorkSource Oregon delivery system in the local area.

5.11 Please see Section 5: Attachments- Response 5.11

5.12 20 CFR 679.560(b)(21): Priority of Service

Describe the direction given by the Governor ([WTDB Priority of Service Policy](#)) and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public

assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.

5.12

WWP ensures priority of service in compliance with Section 134 (c)(3)(E) of the Workforce Innovation and Opportunity Act. Federal priority guidelines apply to adult funds only; therefore, funds allocated for youth and dislocated workers are not subject to this requirement. Priority is given to "covered" persons, including veterans and eligible spouses, public assistance recipients, low-income individuals, and those who are basic skills deficient. This involves verifying if individuals are recipients of public assistance programs such as TANF, SNAP, SSI/SSDI, or other similar supports, verifying low-income status by comparing financial documents against the Lower Living Income Standard, and/or assessing basic skills deficiency through literacy, numeracy, or language skills evaluations, including the use of the National Career Readiness Certificate (NCRC) to determine the individual's ability to compute or solve problems at a level to function on the job or in society. For participants who are measured for priority of service, this priority means they receive access to services earlier or, in limited services, before non-covered persons. Veterans are identified and informed about their entitlement and eligibility at the point of entry. If a veteran lacks documentation, they are enrolled and receive priority service once their status is verified. For other priority populations, verification occurs during applicant enrollment. The first priority for career and training services is to those participants who are veterans and eligible spouses who fall into the other priority group, such as recipients of public assistance, low-income, or basic skills deficient. The second priority for career and training services is to individuals who are not veterans or eligible spouses but meet one of the statutory priorities, such as a recipient of public assistance, low-income, or basic skills deficient. Documentary evidence for verifying the priority of service includes specific documentation for each category, ensuring compliance and proper allocation of services. WWP monitors this on an annual basis for compliance.

5.13 20 CFR 679.560(b)(19): Public Comment Period

Describe the process used by the local board, consistent with 20 CFR 679.550(b), to provide a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations.

5.13

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

5.14 Compliance Concerns (Oregon Requirement)

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

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials

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

5.14

WWP has no concerns.



SECTION 5 ATTACHMENTS

Response 5.1

Local Board Membership Requirements
Local Board Membership Calculator
Local Board Membership Roster

Response 5.2

Local Board policy and process for nomination

Response 5.3

Local Board Certification Request

Response 5.5

Statement of Concurrence
Partner Statement of Agreement
Assurances

Response 5.7

Organization chart

Response 5.9

Cooperative Agreements

Response 5.10

Memorandum of Understanding
Infrastructure Funding Agreement

Response 5.11

Negotiated Performance

Willamette Workforce Partnership Board Matrix *updated May 2023*

Private Sector Representatives – Need 50% + 1

Seat	Name	County	Sector	Term expires	Date Vacated	Notes
1	Melody Garcia: General Manager, Landstar	Marion	Professional & Business Services	6/30/2026		Board Chair, Executive Committee member
2	Patricia Callihan-Bowman: Owner, Express Employment Professionals	Marion	Professional & Business Services	6/30/2026		Past Chair, Executive Committee member
3	Alvin Elbert: President, ARE Manufacturing	Yamhill	Manufacturing	6/30/2025		Executive Committee member
4	Carrie Norris: Workforce Development Coordinator, Samaritan Health Services	Linn	Health Services	6/30/2025		Executive Committee member
5	Aaron Ensign: CEO, Curry LLC	Marion	Distribution/Agriculture	6/30/2025		Secretary/Treasurer, Executive Committee member
6	Angie Villery, President and CEO, Travel Salem	Marion	Hospitality/Tourism	6/30/2027		
7	Heather Howard, Owner Willow Creek Golf Center/massage therapy	Marion	Hospitality/recreation	6/30/2025		
8	Katie Curry, Executive Director, McMinnville Area Habitat for Humanity	Yamhill	Construction	6/30/2025		
9	Ron Gutierrez, Warehouse Manager, WinCo Foods	Marion	Distribution	6/30/2025		
10	Frank Bermudez, VP Relationship Manager/Commercial Lender, Citizens Bank	Marion, Polk, Yamhill, Linn	Professional & Business Services	6/30/2025		
11	Ricardo Contreras, Executive Director, Casa Latinos Unidos	Linn	CBO	6/30/2026		
12	Luke Glaze, Executive Director, Salem for Refugees	Marion, Polk	CBO	6/30/2026		

Labor & Training (Category must be 20%)

Labor: Need one union rep & one registered apprenticeship rep.

Training: Community-based organizations that address employment needs of individuals with barriers and/or WIOA eligible youth.

#	Name	County	Sector	Term expires	Date Vacated	Notes
1	Drew Lindsey, Business Manager & Financial Secretary, IBEW Local 280	Marion, Polk, Yamhill, Linn	Registered Apprenticeship Program	6/30/2026		
2	Shane Nehls, Vice President of Ironworkers Local 29, President of Building Trades Council	Marion, Polk, Yamhill, Linn	Organized labor	6/30/2024		
3	Frances Alvarado: Workforce Program Coordinator, Oregon Human Development Corp	Marion, Polk, Yamhill, Linn	CBO/Migrant Seasonal Farmworkers	6/30/2026		
4	Ricardo Contreras, Executive Director, Casa Latinos Unidos	Linn	CBO/Latino Youth and Families	6/30/2026		
5	Luke Glaze, Executive Director, Salem for Refugees	Marion, Polk	CBO/Refugee, Immigrant Services	6/30/2026		

Education Representatives - Need 1 Institution of Higher Education representative & 1 Adult Education/Literacy representative as defined under Title II

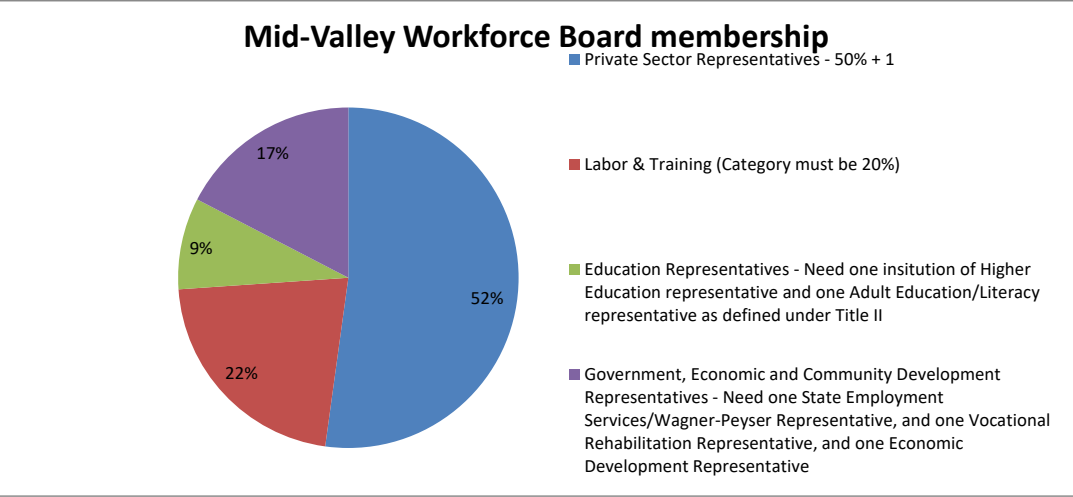
#	Name	County	Sector	Term expires	Date Vacated	Notes
1	Jessica Howard, President, Chemeketa Community College	Marion/Polk/Yamhill	Institution of Higher Education/Adult Ed/Literacy under Title II	6/30/2026		
2	Ann Buchele, Vice President, Academic Affairs & Workforce Development LBCC	Linn	Institution of Higher Education/Adult Ed/Literacy Under Title II	6/30/2024		

Governmental, Economic & Community Development Representatives - Need one State Employment Services/Wagner-Peyser Representative,
one Vocational Rehabilitation and one Economic Development Representative

#	Name	County	Sector	Term expires	Date Vacated	Notes
1	John Pascone: President, Linn Economic Development Group	Linn	Economic Development	6/30/2024		
2	Erik Andersson, President, SEDCOR	Marion/Polk	Economic Development	6/30/2025		
3	Ricque Smith, Regional Manager, Oregon Employment Department	Linn/Marion/ Polk/Yamhill	State Employment Services Office under the Wagner-Peyser Act	5/30/2025		
4	Rhonda Meidinger, Branch Manager, Department of Vocational Rehabilitation	Marion	Title I of the Rehabilitation Act - Vocational Rehabilitation	6/30/2026		

Mid-Valley Workforce Board membership calculator

Private Sector Representatives - 50% + 1	12
Labor & Training (Category must be 20%)	5
Labor: Need one union rep & one registered apprenticeship rep.	
Training: Community-based organizations that address employment needs of individuals with barriers and/or WIOA eligible youth.	
Education Representatives - Need one insitution of Higher Education representative and one Adult Education/Literacy representative as defined under Title II	2
	4
Government, Economic and Community Development Representatives - Need one State Employment Services/Wagner-Peyser Representative, and one Vocational Rehabilitation Representative, and one Economic Development Representative	
Total	23



LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

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

Business Representatives – Majority of the board must come from this category.

Representatives of businesses in the local area who:

- i. Are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority
-or-
- ii. represent businesses, including small businesses, or organizations representing businesses, that provide employment opportunities that, at a minimum, include high-quality, work-relevant training and development in in-demand industry sectors or occupations in the local area

(Must be nominated by local business organizations and business trade associations)

[illegible]

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(B) Representatives of the workforce within the local area – At least 20% of the total board membership must represent the categories in this section.			
<u>Membership Category</u> Name of labor organization, CBO, etc.	<u>Member's Name</u>	<u>Nominated By</u>	<u>Term Expiration Date</u> If Vacant, Date to be Filled
(i) Representatives of labor organizations (for a local area in which employees are represented by labor organizations), or (for a local area in which no employees are represented by such organizations) other representatives of employees; Minimum of two representatives (Must be nominated by local labor federations or other employee representative group.)			
Ironworkers Local 29, Building Trades Council	Shane Nehls	Oregon AFL-CIO	6/30/2024
(ii) Representative of labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area Minimum of one representative, if such a program exists in the area			
IBEW Local 280, Registered Apprenticeship Program	Drew Lindsey	Not Applicable	6/30/2026
(iii) Representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities (Optional category)			
Oregon Human Development Corp, Migrant Seasonal Farmworkers	Frances Alvarado	Not Applicable	6/30/2026
(iv) Representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth (Optional category)			
		Not Applicable	

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(C) Each local board shall include representatives of entities administering education and training activities in the local area. When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives.			
<u>Membership Category</u> List Business or Agency Name	<u>Names</u> Member's Name	<u>Nominated By</u> Organization Name	<u>Term Expiration Date</u> If Vacant, Date to be Filled
A representative of eligible providers administering adult education and literacy activities under title II of WIOA Minimum of one representative			
Chemeketa Community College	Jessica Howard	SEDCOR	6/30/2026
A representative of institutions of higher education providing workforce investment activities (including community colleges) Minimum of one representative			
Linn Benton Community College	Ann Buchele	Linn Benton Community College	6/30/2024
Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (Optional category)			

LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(D) Each local board shall include representatives of governmental and economic and community development entities serving the local area.			
<u>Membership Category</u> List Business or Agency Name	<u>Names</u> Member's Name	<u>Nominated By</u> Organization Name	<u>Term</u> <u>Expiration</u> <u>Date</u> If Vacant, Date to be Filled
Representatives of economic and community development entities (Minimum of one representative)		Not applicable	
Linn Economic Development Group	John Pascone	Albany Chamber of Commerce	6/30/2024
SEDCOR	Erik Andersson	SEDCOR Board of Directors	6/30/2025
Representative from the State employment service office under the Wagner-Peyser Act serving the local area (Required)		Not applicable	
Oregon Employment Department	Ricque Smith	SEDCOR	6/30/2025
Representative of the programs carried out under title I of the Rehabilitation Act of 1973 serving the local area [other than section 112 or part C of that title] (Required)		Not applicable	
Department of Vocational Rehabilitation	Rhonda Meidinger	Department of Human Services	6/30/2026
Representatives of agencies or entities administering programs serving the local area relating to transportation, housing, and public assistance (Optional)		Not applicable	
Representatives of philanthropic organizations serving the local area (Optional)		Not applicable	
Other		Not applicable	



WILLAMETTE WORKFORCE
— PARTNERSHIP —
BOARD MEMBERSHIP

Revised: October 2, 2018

Policy: A07

PURPOSE

The purpose of this policy is to outline criteria and processes for Workforce Board Member appointment and Board Member expectations in compliance with federal and state laws, regulations, policies, and guidance.

REFERENCES

WIOA Sec. 107
OWTDB Policy 107(b)

POLICY

BOARD COMPOSITION AND APPOINTMENT

The Mid-Willamette Jobs Council (MWJC), a consortium of county commissioners from Linn, Marion, Polk and Yamhill Counties as established by an intergovernmental agreement, serve as the local elected officials (LEO) for the workforce region comprised of the four counties. The MWJC appoints a chair from among their membership to act as the chief local elected official (CLEO). The MWJC appoints members to the Willamette Workforce Partnership (WWP) Board in accordance with the Workforce Innovation and Opportunity Act (WIOA) and State of Oregon Workforce and Talent Development Board policies to be the visionary driver of workforce development in the local area.

WWP Board members shall have the qualifications for membership consistent with the requirements of WIOA as supplemented by any qualifications for board membership established by the governor in partnership with the State of Oregon Workforce and Talent Development Board. The composition and makeup of the WWP Board shall comply with federal and state regulations and directives under WIOA.

The Members of the WWP Board shall be appointed by the MWJC, in accordance with the appointment procedures as set by WIOA and its implementing regulations.

WWP Board members fall into three categories as defined in the WIOA: a representative of business, a representative of workforce (includes labor and community-based organizations), and a representative of education and training. Workforce Board members may be appointed as a representative of more than one entity if the individual meets all the criteria for representation, including the criteria described in WIOA for each entity. WWP Board members will be appointed as necessary to maintain the appropriate balance of membership as outlined in WIOA and State Workforce Board policy.

The WWP Board shall have an Executive Committee whose membership shall consist of at a minimum the WWP Board officers, and one commissioner from each of the four counties. The CLEO shall be one of the four commissioners on the Executive Committee. The Executive Committee is designated by the full WWP Board to conduct business on behalf of the entire board when time does not permit full board action.

NOMINATION AND APPLICATION PROCESS

Prospective members are appointed as follows:



WILLAMETTE WORKFORCE
— PARTNERSHIP —
BOARD MEMBERSHIP

Revised: October 2, 2018

Policy: A07

- Business Representatives are appointed from among individuals nominated by local business organizations and trade associations.
- Labor Representatives are appointed from individuals nominated by local labor organizations.
- The Higher Education Representative is appointed from nominations submitted by the institutions of higher education within the workforce region.
- The Adult Education and Literacy Representative is appointed from nominations submitted by local providers of those services.

BOARD MEMBER TERMS, REMOVALS, AND VACANCIES

Workforce Board members serve renewable three-year terms from the date of appointment. Three-year terms are staggered amongst board members. Workforce Board members who no longer hold the position or status that made them eligible for workforce board membership must resign with written letter or email to the WWP Executive Director or be removed by the MWJC immediately as a representative of that entity. WWP Board members must be removed by the MWJC if any of the following occurs:

- Documented violation of Code of Conduct;
- Documented proof of fraud and/or abuse; and
- Other factors as outlined in the WWP By-Laws

Any vacancy occurring during the terms shall be filled as soon as possible by the MWJC.

**LOCAL WORKFORCE DEVELOPMENT BOARD
CERTIFICATION REQUEST**

I certify that I am authorized to request certification of the Willamette Workforce Partnership, the Local Workforce Development Area of Linn, Marion, Polk, and Yamhill Counties. This certification is for the Workforce Innovation and Opportunity Act period ending June 30, 2025.

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

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

Craig Pope
Craig Pope (May 24, 2023 15:58 PDT)

Signature – Chief Local Elected Official

May 24, 2023

Date

Craig Pope

Printed Name and Title

**GOVERNOR'S CERTIFICATION of
WILLAMETTE WORKFORCE PARTERSHIP WORKFORCE BOARD**

Commissioner Craig Pope.

I hereby certify Willamette Workforce Partnership Workforce Partnership as the Local Workforce Development Board for the Willamette Area. Willamette Workforce Partnership complies with Section 107 of the Workforce Innovation and Opportunity Act.

This certification is effective until June 30, 2025.

A handwritten signature in black ink that reads "Vince Porter". The signature is written in a cursive style with a large, stylized "V" and "P".

Vince Porter

Economic Development and Workforce Policy Advisor

Office of Governor Tina Kotek

June 19, 2023

Signature Page

Workforce Innovation and Opportunity Act (WIOA) Title I Statement of Concurrence for the Local Workforce Development Area known as

Statement of Concurrence

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Innovation and Opportunity Act Title I Youth, Adult, and Dislocated Worker Programs.

_ Willamette Workforce Partnership _____ will be the sub recipient under this Plan.

_ Willamette Workforce Partnership _____ will be the Administrative Entity under this Plan.

The length of this Plan will be July 1, 2024, through June 30, 2028.

We assure that all activities entered into by the sub recipient and/or administrative entity with funds provided under this Plan will be subject to the attached assurances and confined to the described activities.

Submitted on behalf of the Local Workforce Development Board and Chief Elected Officials for this Local Workforce Development Area:

Commissioner Craig Pope
Commissioner Craig Pope (Jan 30, 2024 14:54 PST)

30/01/2024

(Signature- Chief Local Elected Official)

(Date)

Commissioner Craig Pope – Chair, Mid-Willamette Jobs Council

Melody Garcia
Melody Garcia (Jan 31, 2024 14:48 PST)

31/01/2024

(Signature- Workforce Development Board Chair) (Date)

Melody Garcia – Board Chair, Willamette Workforce Partnership

Signature Page

Workforce Innovation and Opportunity Act (WIOA) Title I Partners' Statement of Agreement for the Local Workforce Development Area known as

Partners' Statement of Agreement

We, the undersigned, do hereby approve and submit this local plan representing the following programs and partners:

- WIOA Title I
- WIOA Title II (Adult Education and Family Literacy Act)
- Oregon Employment Department
 - WIOA Title III (Wagner-Peyser)
 - Migrant and Seasonal Farmworkers
 - Unemployment Insurance
 - Veterans
 - Trade Adjustment Assistance
- Community Colleges
- Economic Development Organization(s)
- Carl Perkins (Post-secondary)
- Department of Human Services
 - Temporary Assistance for Needy Families
 - Supplemental Nutrition Assistance Program - Employment and Training
- WIOA Title IV (Vocational Rehabilitation)
- Job Corps
- Please list additional partners (Community-Based Organizations, Faith-Based Entities, etc.)

The length of this Plan will be July 1, 2024 through June 30, 2028.

We agree with the contents of this plan.

Submitted on behalf of the partners for this Local Workforce Development Area.

_____ (Signature)	_____ (Date)	_____ (Signature)	_____ (Date)
_____ (Name and Title)		_____ (Name and Title)	
_____ (Signature)	_____ (Date)	_____ (Signature)	_____ (Date)
_____ (Name and Title)		_____ (Name and Title)	
_____ (Signature)	_____ (Date)	_____ (Signature)	_____ (Date)
_____ (Name and Title)		_____ (Name and Title)	
_____ (Signature)	_____ (Date)	_____ (Signature)	_____ (Date)
_____ (Name and Title)		_____ (Name and Title)	

(Name and Title)

(Name and Title)

WIOA TITLE I

ASSURANCES

AND

DISCLOSURE OF LOBBYING ACTIVITIES

FEDERAL GRANT ASSURANCES

Each Grantee should carefully read and review the Workforce Innovation and Opportunity Act (WIOA) Statute and Regulations related to this Assurances form. For purposes of this Grant Contract, “Contract” shall mean “Grant Contract” and “Contractor” shall mean “Grantee.”

The Contractor identified below, through its duly authorized representative, hereby assures and certifies that throughout the period of the grant /contract award and at all times while this Contract is in effect, it will comply with (as they may be amended from time to time), all applicable federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives, including without limitation: Title I of the Workforce Innovation and Opportunity Act of 2014 (PL 113-128 29 USC Sec 3101 et seq) and corresponding WIOA Regulations, OMB 2 CFR Part 200 - Super Circular; A-87 and A-133; all regulations and administrative rules established pursuant to the foregoing, all applicable Oregon Revised Statutes; and all applicable Oregon Administrative Rules.

Without limitation, Contractor assures and certifies that it:

1. Has the legal authority to apply for and receive funds, including federal and state funds, under the grants and programs covered by this Contract, and the institutional, managerial and financial capability (including funds sufficient to pay the non-federal share of project costs) to ensure proper planning, management and completion of the projects, grants and programs covered by this Contract.
2. Will, with respect to Federal funds received by Contractor under this Contract, comply with the cost principles determined in accordance with the provisions of OMB 2 CFR Part 200 - Super Circular Circular; A-87, “Cost Principles for State, Local and Indian Tribal Governments,” or A-21, “Cost Principles for Educational Institutions” or A-122, “Cost Principles for Non-Profit Organizations” as applicable based on the status/type of the entity receiving the Contract, and the cost related provisions of the corresponding regulations found in 29 CFR Part 97, 29 CFR Part 95 or 48 CFR Part 31.
3. Will maintain and permit the Higher Education Coordinating Commission, the office of Community Colleges and Workforce Development, the Oregon Secretary of State’s Audit Division, the Oregon Department of Justice, the Federal Department of Labor, Employment and Training Administration through any authorized representative, access to and the right to examine and audit all records, books, papers or documents related to the awards or programs, to satisfy audit and program evaluation purposes and for all other lawful purposes; will establish a proper accounting system in accordance with generally accepted accounting

standards and directives of the Federal awarding agencies; and will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

4. Will not permit any person or entity to receive grant or program funds if the person or entity is listed on the non-procurement portion of the General Service Administration's list of parties excluded from federal procurement or non-procurement programs in accordance with Executive Order No. 12,549 and Executive Order No. 12,689 of the President of the United States.

5. Will comply with the following:

A. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 USC section 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

B. The lobbying provisions of 34 CFR Part 82.

Contractor certifies, by signing this agreement to the best of his or her knowledge and belief, that no Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Contract, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.

C. Contractor shall require certification of the foregoing from all recipients of grant or program funds by including it in and requiring that it be included in all contracts pursuant to which grant or program funds are paid.

6. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.

7. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding Agency.

8. Will comply with all federal, state and local laws, regulations, executive orders, ordinances, administrative rules and directives relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the

Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) The Americans with Disabilities Act of 1990 (42 U.S.C. §§12131 et seq.), which protects qualified persons with disabilities from discrimination in employment opportunities and imposes requirements for construction, remodeling, maintenance and operation of structures and facilities; (f) Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014 (29 CFR Part 37 and Section 188); (g) ORS Chapter 659, as amended; (h) current and or revised Methods of Administration of the State of Oregon; (i) any other nondiscrimination provisions in the specific statute(s) under which application for federal assistance is being made; and, (j) the requirements of any other nondiscrimination laws, regulations, executive orders or ordinances which may apply to the Applicant, Contractor, award, or programs.

9. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7326) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds, unless exempt by the Hatch Act exclusion for individuals employed by an educational or research institution, establishment, agency, or system which is supported in whole or in part by a state or political subdivision thereof, or by a recognized religious, philanthropic, or cultural organization, as provided in 5 U.S.C. §1501(4) (B).

10. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction sub agreements.

11. Will comply with the applicable requirements of the federal Health Insurance Portability and Accountability Act of 1996 (HIPPA) (42 U.S.C. §§1320d et seq.) and the implementing regulations, 45 CFR 160, which relate to health information privacy and security and the transmission of such information

12. Will comply with the following additional requirements in accordance with WIOA:

- A. All proposals, evaluations, periodic program plans, and reports relating to each program will be available for public inspection.
- B. No grant funds will be used for the acquisition of real property or for construction unless specifically permitted by the authorizing statute or implementing regulations for the program.
- C. No grant funds will be used in violation of the prohibitions against use of such funds for religious worship, instruction, or proselytization.
- D. Contractor will cooperate in any evaluation of the program by the Secretary of the United States Department of Labor.
- E. Contractor will use fiscal control and accounting procedures that ensure proper disbursement of and accounting for federal funds.
- F. Contractor will obligate funds in accordance with the timing and other requirements of 29 CFR Part 97.21 or 29 CFR 95.22.

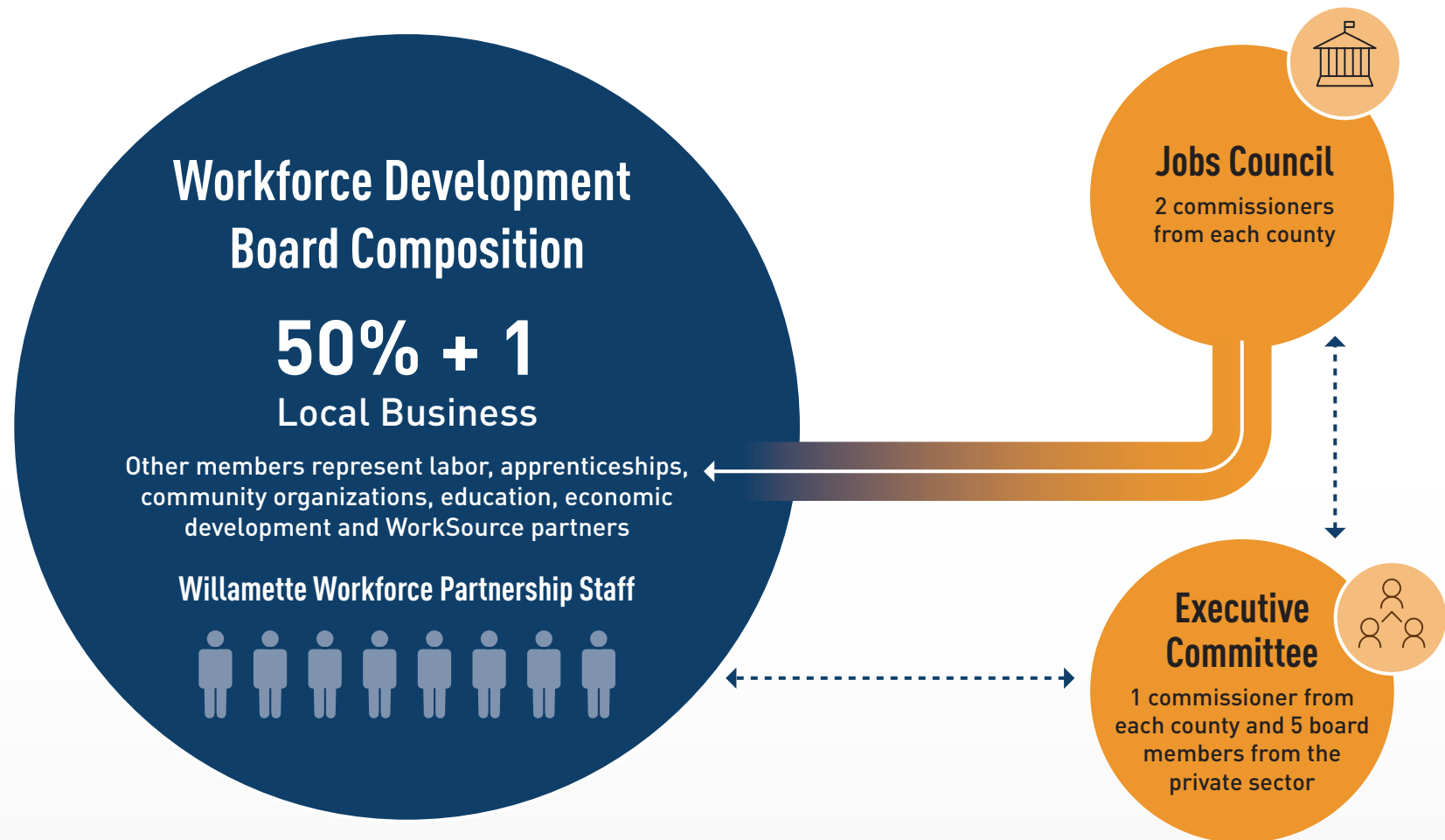
- G. Contractor will furnish reports that the Agency requests or that may reasonably be necessary for the Agency to carry out its responsibilities under the program, and will furnish all annual and other reports required by applicable laws and regulations.
- H. Contractor will keep records that fully show: (1) the amount of funds; (2) how the funds are used; (3) the total cost of the project; (4) the share of that cost provided from other sources; and (5) other records to facilitate an effective audit.
- I. Contractor will keep records to show its compliance with program requirements.
- J. Records will be retained for three years after completion of the projects and work covered by this Contract and access will be provided as deemed necessary by the Higher Education Coordinating Commission, the office of Community Colleges and Workforce Development, and/or the United States Department of Labor. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit finding involving the records have been resolved and final action taken.
- K. Contractor will comply with the protection of the rights and privacy of parents and students in accordance with the Family Educational Rights and Privacy Act of 1974, (20 U.S.C. §1232g).
- L. None of the funds will be used to acquire equipment (including computer software) in any instance in which such acquisition results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.

14. Will comply with all applicable requirements of all of the foregoing and all other federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives applicable to the grants, awards, programs and work covered by this Contract

15. Debarment, suspension, ineligibility and voluntary exclusion – lower tier covered transactions: As required by Executive Order 12549, Debarment and Suspension, and implemented at 15 CFR Part 26, Section 26.510, Participants Responsibilities, for prospective participants in lower tier covered transactions (except subcontracts for goods or services under the \$25,000 small purchase threshold, unless the subtier recipient will have a critical influence on or substantive control over the award), as defined at 15 CFR Part 26, Sections 26.105 and 26.110:

- A. The prospective lower tier participant certifies, by submission of these assurances, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- B. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this proposal.

16. The Contractor also agrees by signing this Contract that he or she shall require that the language of these assurances be included in all sub agreements, which exceed \$100,000 and that all such sub recipients shall certify and disclose accordingly.



Intergovernmental Agreement Among Linn, Marion, Polk and Yamhill Counties Governing the Mid-Willamette Jobs Council

WHEREAS, the Workforce Investment Act of 1998 and its successor, the Workforce Innovation and Opportunity Act of 2014, allow local governments to form workforce investment areas; and

WHEREAS, Linn, Marion, Polk and Yamhill Counties have applied for and received local workforce area designation; and

WHEREAS, counties in a local workforce investment area are required to adopt an intergovernmental agreement establishing a consortium of elected officials, now therefore,

WHEREAS, the counties wish to continue the consortium established by the intergovernmental agreement executed December 10, 2014 that created the Mid-Willamette Jobs Council.

IT IS AGREED AS FOLLOWS:

- 1. Effective Date:** This agreement shall take effect upon final signature and supercede the prior intergovernmental agreement referenced above.
- 2. Purpose:** The purpose of this agreement is to govern the consortium of county elected officials for the Mid-Valley workforce area covering Linn, Marion, Polk and Yamhill Counties, hereinafter collectively referred to as the "parties." Local workforce areas were established by the Workforce Investment Act of 1998 ("WIA") as amended by the Workforce Innovation and Opportunity Act of 2014 ("WIOA").
- 3. Consortium Composition:** The Mid-Willamette Jobs Council ("MWJC") shall have an eight-member board consisting of two county commissioners chosen by each of the four counties that are parties to this agreement. The third county commissioner in each county shall serve as an alternate to substitute for a commissioner from that county in his or her absence or unavailability for one or more MWJC board meetings. A county commissioner serving as an alternate shall have the full authority of a MWJC board member at that meeting.
- 4. Bylaws:** The MWJC shall have bylaws that provide the rules and regulations for the operation of meetings and proceedings of the consortium.
- 5. The MWJC Chair:** The MWJC shall elect a Chair and a Vice Chair in accordance with its bylaws. The Chair shall perform chief local elected official responsibilities described in

WIOA, in other applicable Federal and State statutes, rules, policies and procedures, in workforce contracts and grant agreements, in this agreement and in MWJC's bylaws. The Vice Chair shall perform the Chair's responsibilities when the Chair is absent.

6. **Consortium Decisions:** Each of the eight members of MWJC's board shall have one vote. A quorum shall consist of five or more MWJC board members. Decisions shall require the approval of five or more MWJC board members. Board members may attend meetings in person or electronically as permitted by Oregon laws.
7. **Workforce Board Appointments:** The MWJC board shall appoint the Mid-Valley Workforce Board (the "Workforce Board"). The Workforce Board shall meet WIOA Section 107 composition requirements and certification requirements established by the Oregon Workforce Investment Board ("OWIB") and the Governor of Oregon. Workforce Board members shall serve staggered three year terms and shall continue serving until (a) resignation, (b) removal by the MWJC board, (c) ceasing to work in and effectively represent the sector they were chosen to represent, or (d) until a successor is chosen by the MWJC, whichever occurs first.
8. **The Strategic Workforce Plan and Budget:** MWJC shall review and approve the Mid-Valley workforce area's strategic plan and annual budget, including major modifications thereto.
9. **The Grant Subrecipient and Administrative Agency:** The MWJC shall designate the Mid-Valley workforce area's grant recipient and administrative agency. The designation shall be included in the partnership agreement with the Workforce Board.
10. **Oversight:** The MWJC shall receive and review Mid-Valley workforce area monitoring and audit reports and shall carry out all local elected official oversight functions described in grant agreements, in applicable Federal and State statutes, rules and policies and in the partnership agreement with the Workforce Board.
11. **Code of Conduct:** MWJC and the Workforce Board shall mutually adopt a Code of Conduct covering all Mid-Valley workforce area activities and expenditures.
12. **Liability:** The local grant recipient and administrative entity designated pursuant to paragraph eight, above, shall hold the MWJC and its officers and the parties to this agreement harmless from any and all claims, court costs, fees and penalties, settlements, judgments, legal costs and any other liabilities of any kind arising from the management of the Mid-Valley workforce area. An indemnification clause shall be included in the partnership agreement between the MWJC, the Workforce Board and the local grant recipient and administrative entity. If there is any residual liability for MWJC or the Counties which are parties to this agreement, liability shall be apportioned as follows: (a) the County or Counties in which the action or inaction occurred giving rise to the residual liability shall hold the other parties harmless; (b) if a specific County or group of Counties are not directly associated with the residual liability, the parties shall each be liable in proportion to their respective populations as determined by the last available census data at the time the actions or inaction causing the residual liability occurred.
13. **Agreement Adoption and Termination:** This agreement may be executed in one or more counterparts which, when combined, shall constitute the entire MWJC agreement. This agreement shall remain in effect until terminated by two or more of the parties by giving

notice of intent to terminate on or before December 31st of any year. Termination shall be effective at midnight on the subsequent June 30th, the end of the Mid-Valley workforce area's program year. This agreement may also be terminated by the MWJC or by operation of law.

14. Agreement Amendment: This agreement may be amended at any time if all four parties so agree in writing.

The Parties agree to all the terms of this Intergovernmental Agreement by signing below:

**SIGNATURE PAGE FOR
IGA BETWEEN LINN, MARION, POLK, & YAMHILL COUNTIES GOVERNING THE
MID-WILLAMETTE JOBS COUNCIL - BO-5235-23**

**MARION COUNTY SIGNATURES
BOARD OF COMMISSIONERS:**

	3/22/2023
Chair	Date

	3-22-2023
Commissioner	Date

	3-22-2023
Commissioner	Date

Authorized Signature:	<div style="border: 1px solid black; padding: 2px;"><small>DocuSigned by:</small> </div> <div style="border: 1px solid black; padding: 2px;"><small>DC16361248DE4EC...</small></div>	3/2/2023	
	Chief Administrative Officer	Date	

Reviewed by Signature:	<div style="border: 1px solid black; padding: 2px;"><small>DocuSigned by:</small> </div> <div style="border: 1px solid black; padding: 2px;"><small>D0CEC5B04B9F483</small></div>	3/2/2023	
	Marion County Legal Counsel	Date	

Reviewed by Signature:	<div style="border: 1px solid black; padding: 2px;"><small>DocuSigned by:</small> </div> <div style="border: 1px solid black; padding: 2px;"><small>C5B2F3DF257F444...</small></div>	2/28/2023	
	Marion County Contracts & Procurement	Date	

MWJC Intergovernmental Agreement Signature Page Two

For Linn County:

Chair:

Roger Nyquist
Print Name

Roger Nyquist
Signature

3-14-2023
Date

Commissioner:

William C. Tucker
Print Name

William C. Tucker
Signature

3-14-2023
Date

Commissioner:

Sherrie Sprenger
Print Name

Sherrie Sprenger
Signature

3-14-2023
Date

MWJC Intergovernmental Agreement Signature Page Three

For Polk County:

Chair:

Jeremy Gordon
Print Name


Signature

2/22/23
Date

Commissioner:

Craig Pope
Print Name


Signature

2-22-23
Date

Commissioner:

Lyle Nordhorst
Print Name


Signature

2-27-23
Date

MWJC Intergovernmental Agreement Signature Page Four

For Yamhill County:

Chair:



Lindsay Berschauer

Print Name

Signature

2.23.23
Date

Commissioner:



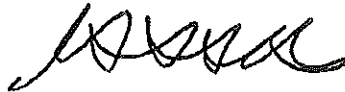
Kit Johnston

Print Name

Signature

2.23.23
Date

Commissioner:



Mary Starratt

Print Name

Signature

2.23.23
Date

Accepted by Yamhill County
Board of Commissioners on
2.23.23 by Board Order
B.O. 23-70

Workforce Innovation and Opportunity Act (WIOA) One-Stop Partner Memorandum of Understanding July 1, 2018

This Memorandum of Understanding (MOU) between the Mid-Valley Workforce Development Board “Willamette Workforce Partnership”, the Chief Elected Officials representing Linn, Marion, Polk, and Yamhill counties (CEOs) “Mid-Willamette Jobs Council”, and the following partners: the Oregon Employment Department (OED) Office of Workforce Operations, Higher Education Coordinating Commission (HECC) Office of Community Colleges and Workforce Investment, Department of Human Services (DHS) Offices of Self-Sufficiency and Vocational Rehabilitation, Easter Seals Oregon, Dynamic Educational Systems, Inc. (DESI)/Exodyne, Oregon Human Development Corporation, the Confederated Tribes of Siletz Indians, Community Services Consortium, Chemeketa Community College, Linn Benton Community College, and Oregon Commission for the Blind—individually a “Party” and collectively, the “Parties.” The MOU outlines responsibilities of Parties relating to the operation of the WorkSource Oregon (WSO) one-stop service delivery system in the Mid-Valley workforce area. This document ensures compliance with WIOA and its implementing regulations, and provides the framework to achieve our shared goal of providing a comprehensive, seamless, customer-facing service delivery system.

I. BACKGROUND

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA). WIOA is designed to strengthen and improve the nation's public workforce system and help get Americans, including disconnected youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

In June 2016, the Departments of Education and Labor issued the final regulations to implement WIOA. The regulations clarify the need and expectation to modernize the nation’s workforce system and represent a more integrated, job-driven approach to support communities and expand job growth.

The regulations reaffirm the role of the one-stop delivery system as the cornerstone of the public workforce development system and expect required partners to collaborate to support a seamless customer-focused service delivery network. The regulations further require that partners, programs and providers co-locate, coordinate, and integrate resources, activities and information, so that the system as a whole is accessible for individuals and employers alike. The ultimate goal is to increase the long-term employment outcomes for individuals seeking services, especially those with significant barriers to employment.

In response to the passage of WIOA, the Oregon Workforce Talent and Development Board (WTDB) developed and approved a new Unified Strategic Workforce Plan. The plan supports the vision of WIOA and provides the state framework for implementing the new law. The plan confirms WSO as the statewide one-stop system, and requires core partners to leverage resources and staff to support and collaborate around the WSO system and the continued implementation and comprehensive use of the WSO Operational Standards (Attachment 2).

At the direction of WTDB and the WIOA, Willamette Workforce Partnership developed a local plan to support the state vision and implement WIOA to most effectively meet the needs of local job seekers, workers and businesses. The local plan was approved by the WTDB in June 2016 and establishes the framework for the implementation of WIOA in the Mid-Valley region.

II. WIOA REQUIREMENTS AND REFERENCES

- a. WIOA Section 121(c) requires that Willamette Workforce Partnership develop and enter into a

memorandum of understanding between Parties.

- b. WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into a memorandum of understanding with Willamette Workforce Partnership pursuant to WIOA Section 121(c).
- c. WIOA Section 121(b)(1) identifies the programs and requires that the services and activities under each of those programs must be made available through WSO. The entities that receive the funds for each of these programs and/or have the responsibility to administer the respective programs in the Area are required partners under WIOA Section 121(b)(1).
- d. WIOA Section 121(b)(1)(A)(ii) instructs each required partner to use a portion of available funding to maintain the one-stop delivery system, including infrastructure costs.
- e. WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the MVWSO system and that participation in the Mid-Valley WSO system is in addition to other requirements applicable to each partner's program under each authorizing law.

III. PURPOSE

The law calls for strengthening the alignment of workforce programs by imposing unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. Parties are committed to delivering services through the Mid-Valley WSO system in accordance with WIOA, the state's Unified Strategic Workforce Plan, the Local Workforce Plan and the WSO Operational Standards. The Parties covered by this MOU include:

Organization	Representation
Mid-Willamette Jobs Council	Representing Chief Local Elected Officials
Willamette Workforce Partnership	Representing Workforce Development Board authorized under Title 1B
Higher Education Coordinating Commission	Representing programs authorized under Title II (Adult Literacy)
Oregon Employment Department	Representing programs authorized under the Wagner Peyser Act, programs authorized under State Unemployment Compensation Laws, Trade Adjustment Assistance and NAFTA Transitional Assistance Activities authorized under Chapter 2 of Title II of the Trade Act; Local Veteran's Employment Representatives and Disabled Veterans Outreach Programs
Oregon Department of Human Services, Office of Self - Sufficiency	Representing programs authorized under Temporary Assistance to Needy Families, Supplemental Nutrition
Oregon Department of Human Services, Office of Vocational Rehabilitation	Representing programs authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV
Easter Seals Oregon	Representing the Senior Community Service Employment Program (SCEP) under Title V of the Older Americans Act and Homeless Veteran's Reintegration Program (HVRP)
DESI/EXODYNE	Representing Job Corps. Section 686, programs authorized under WIOA Title I, subtitle C.

Oregon Human Development Corporation	National Farmworker Jobs Program
Confederated Tribes of Siletz Indians	Representing Section 166 Indian & Native American Programs (Adult/Youth). Rehabilitation Act of 1973, Title I, Amended by WIOA Title IV.
Chemeketa Community College	Representing Post-secondary Carl Perkins programs
Linn-Benton Community College	Representing Post-secondary Carl Perkins programs
Oregon Commission for the Blind	Representing programs authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV

There are partners/programs required under the WIOA to be included to this MOU that may be excluded if applicable programs are not offered within the Mid-Valley workforce area. Due to an absence of applicable programs in the area, the following partners/programs that have been consulted are not included in this agreement: Second Chance re-entry programs, West Valley Housing Authority (serving Polk County), Linn-Benton Housing Authority, Yamhill Housing Authority, Marion County Housing Authority, Salem Housing Authority, Yamhill Community Action Partnership (administering Community Development Block Grants [CBDG] for Yamhill County), Community Services Consortium (administering CDBG for Linn County), Mid-Willamette Community Action Agency (administering CDBG for Marion and Polk Counties). Youth Build does have a program in the local area, Linn County, however Youth Build activities in the local area are not funded through the Department of Labor and are not subject to this agreement.

The purposes of this (MOU) are to:

- Define the roles and responsibilities of Willamette Workforce Partnership and signing Parties as it relates to the operation and continued development of the Mid-Valley WSO system.
- Coordinate resources to prevent duplication.
- Ensure the effective and efficient delivery of WSO services.
- Ensure high-quality customer services and a customer-centered focus.
- Enhance the WSO system to create a seamless customer experience.
- Increase and maximize access to workforce services for individuals with barriers to employment.
- Establish joint processes and procedures that will enable Parties to align and integrate programs and activities across the Mid-Valley WSO system.

The Parties agree to work collaboratively to carry out the provisions of this MOU and advance the quality and effectiveness of the system. In addition, the Parties agree to:

- Participate in continuous partnership building and joint planning.
- Participate in continuous improvement activities.
- Adhere to common data collection and reporting needs.
- Make applicable services available to Mid-Valley WSO customers.
- Participate in the operation of the Mid-Valley WSO system, consistent with the terms of the MOU, the local workforce plan, and requirements of applicable law.
- Participate in staff capacity-building and development in order to ensure access to required programs, including but not limited to cross-training between partner staff.
- Develop, offer and deliver quality business services that assist targeted industry sectors in overcoming the challenges of recruiting, retaining and developing talent for the regional economy.

IV. MISSION, VISION & VALUES

WorkSource Oregon is comprised of multiple agencies and organizations. While each of these entities may have their own missions, visions, and values; the mission, vision, and values of WorkSource Oregon have been developed to speak on behalf of the broader workforce system. The Parties agree to support the following Vision, Guiding Principles and Goals:

Mission of WSO: To effectively respond to workforce challenges through high-quality services to individuals and businesses, resulting in job attainment, retention and advancement.

Vision of WSO: Communities where the employment needs of jobseekers and businesses are met by solutions delivered effectively through engaged workforce system partners.

Values of WSO:

- **Inclusiveness.** We value others and ourselves as unique individuals and celebrate both our commonalities and differences. We promote open communication, ongoing collaboration and the free exchange of ideas. We honor diversity, exhibit fairness, and strive for equity and excellence for all customers.
- **Stewardship:** We value social responsibility and hold ourselves accountable for the efficient and effective use of the human, physical and fiscal resources entrusted to us.
- **Excellence.** We continually pursue excellence by being creative, aspirational, and high- achieving professionals, committed to our communities and team. Our staff is our greatest resource and our customers' success is the essence of our work.
- **Teamwork.** We are a system of effective teams that emphasize high levels of trust, cooperation, and a commitment to excellent communication. We encourage and empower employees to exercise independent judgment in meeting customer needs through professional, values-based behavior.
- **Integrity:** We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment. We demonstrate the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust.
- **Relevance:** We foster an environment of continuous improvement and high performance, utilizing the most current tools and technology to ensure we remain relevant to the communities we serve.

V. TERM, MODIFICATION AND TERMINATION

The MOU shall become effective and performance shall commence on July 1, 2018. The One-Stop Partner MOU in effect since July 1, 2017 shall terminate with the execution of this MOU. The MOU will be reviewed at least every three years and may be reviewed by Parties on a more frequent basis. The MOU is in effect until terminated and/or modified in accordance with the terms of this agreement.

Modification: The MOU constitutes the entire agreement between the Parties and may be modified, revised, or amended by mutual written consent of all the signatory Parties based on legislative and system design changes, the addition of Parties to the agreement, governing board direction, or other reasons as agreed to by the Parties. The modification will be effective upon the issuance of a written amendment, signed and dated by the Parties.

Termination: Any Party to this agreement may terminate their participation in this MOU upon 60 calendar days written notice to all other Parties to the agreement. In such case, termination by one or more of the Parties does not alter the terms or obligations of any other Party to the agreement.

VI. WILLAMETTE WORKFORCE PARTNERSHIP AND MID-WILLAMETTE JOBS COUNCIL ROLES & RESPONSIBILITIES

As the Mid-Valley Workforce Development Board, the role of Willamette Workforce Partnership is to assist with the integration of partners into the Mid-Valley WSO system in accordance with WIOA, build additional partnerships (including local employers), convene the Strategic Leadership Team comprised of system

partners, facilitate program alignment, pursue and invest resources, monitor the quality and continuous improvement of the Mid-Valley WSO system, procure and manage the Mid-Valley One-Stop Operator (OSO), and certify Mid-Valley WSO centers.

In addition, WIOA Section 107 requires Willamette Workforce Partnership to:

- Develop the Local Workforce Plan.
- Conduct workforce research and regional labor market analysis.
- Convene, broker, leverage local providers, stakeholders and resources.
- Lead employer engagement to promote business representation, develop linkages, implement effective sector strategies, and ensure workforce investments support the needs of employers.
- Advance efforts to develop and implement career pathways, as defined by WIOA Section 101.
- Identify and promote proven and promising workforce development practices.
- Maximize the use of technology in the provision of services to job seekers and employers.
- Conduct program oversight to ensure appropriate use, management and investment of workforce resources under its discretion.
- Negotiate local performance measures.
- Select one-stop operator(s).
- Select providers of Title I training and career services, described in Section IX.
- Assist in the delivery of WIOA programs through the one-stop service delivery system.

The Mid-Willamette Jobs Council serves as the grant recipient for, and shall be liable for, any misuse of the grant funds allocated to the local area. Willamette Workforce Partnership is designated by the Mid-Willamette Jobs Council as the grant sub-recipient and administrative agency for the Mid-Valley workforce area WIOA Title I resources. Willamette Workforce Partnership also coordinates and manages other resources on behalf of state and local partners and pursues additional resources, through grants and other means, to address local workforce needs. Willamette Workforce Partnership commits to investing these resources in support of the Mid-Valley workforce system. Willamette Workforce Partnership will purchase contracted workforce services to be delivered in support of talent development, job creation, income progression, business competitiveness and expanded opportunities for citizen prosperity. Responsibilities of contracted Title I providers are included in Section IX, Service Delivery, below.

VII. LOCATIONS

Willamette Workforce Partnership has identified the following locations as the Mid-Valley WorkSource Oregon one-stop centers for the Mid-Valley workforce development area. The Salem and Albany WSO Centers are the designated comprehensive one-stop centers. All other locations are designated as affiliate one-stop centers. A map of Mid-Valley WSO centers is included as Attachment 3.

WorkSource Albany (C)
139 SE 4th Ave
Albany, OR 97321

WorkSource Salem (C)
605 Cottage St NE
Salem, OR 97301

WorkSource Polk
580 Main St., Suite B
Dallas, OR 97338

WorkSource Yamhill
370 NE Norton Ln
McMinnville, OR 97128

WorkSource Lebanon
44 Industrial Way B
Lebanon, OR 97355

WorkSource Woodburn
120 E Lincoln St, 115B
Woodburn, OR 97071

VIII. ONE STOP OPERATOR

Under WIOA, Willamette Workforce Partnership is charged with competitive selection of a one-stop operator (OSO). The role of the One Stop Operator in the Mid-Valley is to:

1. Provide an objective assessment of service delivery in the centers, applying a customer service

assessment from a lean principles/quality assurance viewpoint. Analyze customer service flow and provide feedback to maximize center efficiencies.

2. Evaluate the implementation of WorkSource Oregon Standards, adherence to local WorkSource MOUs, and compliance with all local, state and federal policies and guidance.
3. Develop recommendations for continuous improvement by researching and identifying best practices and tools being use in other One Stop Systems.
4. Utilize employer, customer and staff feedback to drive continuous improvement.
5. Create a report which highlights findings and recommendations as set by the local area.

IX. SERVICE DELIVERY

WIOA Section 121 (b)(1)(B) identifies the programs, services and related activities that must be provided through the one-stop delivery system. The state Unified Strategic Workforce Plan and Local Workforce Plan further identify programs that must be accessible through the system. The WorkSource Oregon Operational Standards (Attachment 2) serves as the framework for one-stop service delivery in the WSO system, and is applicable to all Mid-Valley WSO Centers. Currently applicable to Titles I and III, the Standards will be updated and expanded upon to incorporate all required WIOA partners.

Services will be delivered in accordance with WIOA sec. 134(c)(3)(E) regarding priority of service for veterans, recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. Methods to ensure needs of workers and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of services and will be developed by Operational Leadership Teams. As stated in Section VIII, above, the OSO will evaluate compliance with the MOU and provide feedback to ensure adherence to these terms.

WSO Resources and services are outlined for all Parties in Attachment 1, Service Delivery Matrix. Accessibility of these resources and services are included below for each Party and summarized in Attachment 4, Access Summary. Parties may provide access via three levels: 1) program staff physically present at the location; 2) partner program staff physically present at the one-stop, appropriately trained to provide information to customers about programs, services and activities; and/or 3) a direct linkage through technology to program staff that can provide meaningful information or services.

Willamette Workforce Partnership Contracted Service Providers

Services funded through WIOA Title I are delivered by contracted service providers procured by Willamette Workforce Partnership. There will be access to services through staff representing Title I programs who are physically present at all WSO Mid-Valley locations (access level 1). The following services will be provided:

- Assessment and skills validation
- Individualized career services, including job search assistance
- Access to work-based training opportunities
- Access to occupational training

Oregon Higher Education Coordinating Commission: Adult Literacy Programs

The HECC programs covered by this commitment and MOU include those authorized under WIOA and the Adult Education and Family Literacy Act, funded through Title II. These services will be access via direct linkages through technology to Title II adult education services (access level 3). Programs, services and activities include:

- Adult Basic Education and GED preparation courses
- English Language Acquisition courses
- Integrated English Literacy and Civics Education courses
- Assessment and onboarding related to workforce system elements, with a focus on those organized via Title II
- Assistance in establishing eligibility for programs of financial aid not provided under WIOA

- Support services that promote Adult Basic Skills, students' transition into employment and/or additional credentialing programs

Oregon Employment Department

Services provided by Oregon Employment Department are funded through WIOA Title III. There will be access to services through staff representing OED programs who are physically present at all WSO Mid-Valley locations (access level 1). The following services will be provided:

- Recruitment services for Oregon businesses
- Job search assistance for individuals
- Career coaching, résumé assistance, mock interviews, etc.
- Access to unemployment insurance
- Delivery of Migrant Seasonal Farmworker program services
- Access to Trade Adjustment Assistance activities
- Access to Jobs for Veterans State Grants programs

Department of Human Services Self Sufficiency Programs

The DHS self-sufficiency programs covered by this commitment and MOU include Supplemental Nutritional Assistance Program (SNAP) employment and training services, and the Job Opportunities and Basic Skills (JOBS) program for Temporary Assistance to Needy Families (TANF) participants. There will be, at a minimum, partner program staff physically present at Mid-Valley WSO centers appropriately trained to provide information to customers (access level 2) about the following DHS self-sufficiency programs, services and activities:

- Temporary Aid for Needy Families
- Supplemental Nutritional Assistance program
- JOBS support services
- Supplemental Nutritional Assistance Training & Education and 50/50 support services

Department of Human Services Vocational Rehabilitation Program

Services provided by DHS vocational rehabilitation staff may be provided by employees and/or contracted providers funded through Title IV. Staff representing DHS Vocational Rehabilitation will be present, at least part-time, in the Mid-Valley WSO comprehensive centers to provide information (access level 1) to customers about the following vocational rehabilitation programs, services and activities:

- Eligibility and enrollment information
- Assessment and development of individual plans
- Career planning and pre-vocational services
- Internships/Work Experiences
- Individual Training Accounts and customized training

Easter Seals Oregon

Services provided by Easter Seals staff include both the Senior Community Service Employment Program (SCSEP) under Title V of the Older Americans Act and Homeless Veteran's Reintegration Program (HVRP). Easter Seals staff is physically present in the Salem comprehensive center (access level 1) to provide both SCSEP and HVRP programs. In the Albany comprehensive center, a representative is present one day per week (access level 2).

For SCSEP participants 55 and older, staff will provide case management and follow-up to participants, including:

- Addressing employment barriers

- Providing supportive services as funding allows
- Connecting clients to community resources
- Employment development and retention services
- On-the-job training

The HVRP program provides services to homeless/at risk of homelessness Veterans, including:

- Comprehensive case management
- Addressing employment barriers
- Providing supportive services as funding allows
- Connecting clients to community resources
- Employment development and retention services

Dynamic Educational Systems, Inc./Exodyne: Job Corps Program Services

Job Corps staff is present full-time in the Salem center and part-time in the Albany center (access level 1) to provide services and referrals to Job Corps clients including:

- Providing information sessions on Job Corps to interested participants ages 16-24
- Assistance in completing Job Corps application and enrollment
- Providing referrals to participants for community resources
- Job searching assistance for Job Corps participants

Oregon Human Development Corporation

The Oregon Human Development Corporation (OHDC) administers the National Jobs Farmworker Program (NJFP) which provides career and training services to clients and eligible dependents. The OHDC is accessible at comprehensive sites through direct technological access (access level 3) and is accessible at the Woodburn affiliate site through full-time staff (access level 1). Services are provided to eligible participants, including:

- Vocational Classroom Training
- English-as-a-Second-Language
- General Educational Diploma Instruction
- On-the-Job Training
- Direct Job Placement/Job Development and Referral
- Training-Related Support Services
- Counseling and Case Management

Confederated Tribes of Siletz Indians

The Confederated Tribes of Siletz Indians (CTSI) is a federally recognized Indian Tribe. CTSI is subject to WIOA pursuant of WIOA Section 166 – Indian and Native American Program, but CTSI is not subject to state law or regulations. However, CTSI wishes to cooperate with the State of Oregon and Mid-Valley Workforce Development Board to implement WIOA in an effective and efficient manner.

CTSI will have a staff person present in the Salem and Albany centers part-time (access level 1) to provide services funded by WIOA Section 166 Indian and Native American Programs (Adult/Youth) to all members and descendants of federally recognized tribes, including:

- Adult Programs: Work Experience (WEX), On-the-Job Training (OJT), Classroom Training (CRT-Basic Education/GED, Higher Education, Vocational Training), Diverted Services, Support Services, Case Management and Referral services.
- Youth Programs: Work Experience (WEX), Classroom Training (CRT-Basic Education), Case Management and Referral services.

CTSI provides services funded by the Rehabilitation Act of 1973, Title I-Section 121, amended by WIOA Title IV.

- Vocational Rehabilitation: On-the Job Training (OJT), Participant Support Services, Assistive Technology, Post Employment Services, Case Management and Referral services.

Chemeketa Community College

Chemeketa Community College (CCC) administers the career and technical education programs at the post-secondary level, authorized under the Carl D. Perkins Act of 2006, for Marion, Polk and Yamhill county WSO sites. The program services are accessible at the Salem center through CCC program staff on a part-time basis (access level 1). Staff will provide academic advisory guidance to people who are interested in going to college and are interested in a Career and Technical Education (CTE) programs. These staff will also be able to orient WSO clients to Chemeketa's processes such as financial aid, scholarships, cooperative work experience, placement testing, and working with campus-based career & employment specialists. Additionally, CCC provides career services to participants outside of the WSO sites, such as how to apply for jobs, resume building, and interview coaching.

Linn-Benton Community College

Linn-Benton Community College (LBCC) administers the career and technical education programs at the post-secondary level, authorized under the Carl D. Perkins Act of 2006, for Linn County WSO sites. The program services are accessible at the Albany comprehensive WSO center through LBCC program staff on a part-time basis. Staff will provide tutoring services for rising Adult Basic Skills students participating in classes at the WSO center, and for WSO clients with basic skills needs that act as barrier to full engagement with WSO services. These staff will also be trained and be able to describe general details regarding Career and Technical Education (CTE) programs at LBCC. These staff will also be able to orient WSO clients to LBCC processes such as financial aid, cooperative work experience, placement testing (and may proctor placement testing at WSO sites), and working with campus-based career & employment specialists.

Oregon Commission for the Blind

The Oregon Commission for the Blind (OCB) serves legally blind Oregonians seeking employment through vocational rehabilitation counseling and skills training. OCB assists businesses in connecting with talented workers and in understanding and implementing assistive and adaptive technology solutions in the workplace. OCB is dedicated to integrating its specialized services within exploratory, basic and individualized career services, training services, and business services through the WorkSource system in compliance with WIOA.

X. DATA SHARING, CUSTOMER TRACKING AND CONFIDENTIALITY

The WSO system is a shared system that promotes the alignment and integration of programs and services to better serve common customers. Sharing customer service-level data between partner organizations is essential to seamless customer service and to achieving the vision of the WSO Operational Standards.

The WorkSource Oregon Management Information System (WOMIS) will be used to register all WSO customers. Parties may utilize additional systems (i.e. I-Trac, TRACS, iMatchSkills, etc.) for specific program eligibility determination, enrollment, and tracking delivery of program-specific services. All Parties commit to developing agreements and/or processes to support data sharing, promote customer service, and advance the goal of delivering seamless, customer-focused services.

The Parties agree to comply with provisions of WIOA, the Wagner-Peyser Act, the Rehabilitation Act of 1973, and the Adult Education and Literacy Act, and any other applicable requirements of state or federal law to assure that customer information shall be shared solely for the purpose of enrollment, referral, or provisions of services. When required under applicable state or federal law a release of information will be

obtained from the customer before sharing confidential protected information.

XI. PERFORMANCE REPORTING

Willamette Workforce Partnership will provide performance information related to all services and programs it provides through the WSO system including but not limited to:

- Demographic breakdown of participants (gender, age, race) by program
- Total number served by center and program
- Customer engagement in WSO core products and services
- Total number served in skill development and training activities
- Customer feedback on services

Each Party will provide performance information related to all services and programs it provides through the WSO system, including, but not limited to:

- Quarterly—Demographic breakdown of participants (gender, age, race) by partner program and service provider location
- Quarterly—Total number served by partner program and service provider location
- Quarterly—Measurable Skill Gain by partner program and service provider location
- Total number placed in jobs by program and talent pool – N/A for Title II partner programs
- Starting wages—N/A for Title II partner programs

WIOA performance measures will be reported on the schedule that the partner program is required to meet by federal oversight agencies; measures to include:

- Employment in the 2nd quarter following exit from program services
- Employment in the 4th quarter following exit from program services
- Median Earnings in the 2nd quarter following exit from program services
- Effectiveness in Serving Employers – N/A for Title II partner programs

CTSI operates its WIOA (Adult/Youth) services under P.L. 102-477 and several performance reporting requirements, otherwise required under WIOA, are not required and may be unavailable to include in this MOU. CTSI may provide performance reporting data should it be available.

WSO services are comprehensive and performance-based. Where available, performance information will be collected and evaluated on a quarterly basis, reviewed by the Mid-Valley Strategic Leadership Team, and shared with the Local Workforce Board.

XII. TECHNOLOGY

To meet the requirements of WIOA, the Strategic Leadership Team will develop strategies to maximize the effectiveness of WSO by facilitating the connections among the data systems used by WSO partners and recommend solutions to better serve WSO customers through the use of technology.

Parties will coordinate the design, purchase and maintenance of all publicly-facing WSO networks, computers and printers. These costs will be considered part of the shared infrastructure costs of the Mid-Valley WSO system and described as part of the Infrastructure Funding Agreement (IFA) and Cost Sharing Agreement described in Section XVII.

Should CTSI be centrally located in a WSO, CTSI will provide its own technology (computers, printer, etc.) to provide services to eligible individuals.

XIII. REFERRALS AND SHARED CUSTOMERS

Customers enrolled in more than one program funded by more than one Party to this agreement are considered shared customers. Parties will coordinate services directly accessible through Mid-Valley WSO centers as much as possible to eliminate duplication of services, streamline customer service, and maximally leverage resources.

Referrals will be made to partner agencies, programs and services in various ways including written, verbal, or personal hand-off to a partner staff person when services are needed by customers that cannot be directly accessed at a particular WSO center, or through a particular WSO partner. Parties agree to develop and implement processes for communicating and coordinating referrals and services provided to shared customers within Mid-Valley WSO centers.

XIV. COMMON BRANDING

WorkSource Oregon is a shared system. The common one-stop delivery brand is WorkSource Oregon. All services, signage, print publications, digital publications and other informational and on-line materials will be branded in accordance with the WorkSource Oregon Style Guide. In addition, WIOA sec.

121(e)(4) requires each one-stop delivery system to include a common one-stop delivery system identifier “American Job Center,” or the tag line phrase “a proud partner of the American Job Center network,” in addition to using any state- or locally-developed identifier. Either the plain text or one of the American Job Center logos may be used. These can be found at <https://www.dol.gov/ajc/>.

XV. INCREASED AND MAXIMIZED ACCESS

WorkSource Oregon is designed to be universally accessible, customer-centered and offer training and related resources that are driven by the needs of the local economy. All centers will comply with ADA physical and programmatic access requirements. The Mid-Valley WSO centers must be responsive to all job seekers of all skill levels, and especially low-income and other underserved residents, including those receiving public assistance, those with disabilities, individuals with low basic skills and communities of color.

To that end, WSO is an essential partner and key asset to local area efforts to provide our most vulnerable residents with an opportunity to secure reliable work at family-supporting wages. Through this MOU, Mid-Valley WSO partners commit to focusing efforts and resources to ensure the needs of job seekers and workers with barriers to employment are effectively addressed in the WSO system. This necessitates working together to prioritize services and increase outreach to individuals with barriers to employment, a group that includes members of the following populations:

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

XVI. EQUAL OPPORTUNITY

The Parties agree to obey all applicable state and federal nondiscrimination laws. The Parties shall not unlawfully discriminate against any customer, applicant for employment, or employee of a party to this MOU

or other entity. The Parties shall adhere to the policies, procedures, and guidance issued by state partner agencies and Willamette Workforce Partnership regarding equal opportunity, nondiscrimination, and increased accessibility. Nothing in this Section shall be construed as limiting the agreement to increase and maximize access for individuals with barriers to employment under Section XV of this MOU. All Mid-Valley WSO centers will adhere to grievance procedures outlined by applicable state and Willamette Workforce Partnership policies.

XVII. RESOURCE SHARING

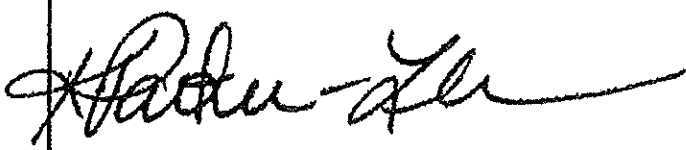
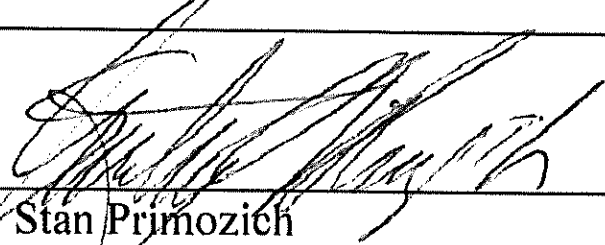

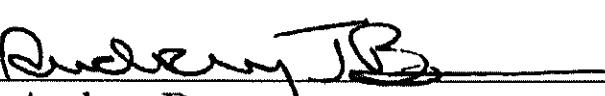
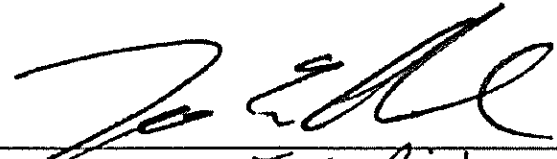
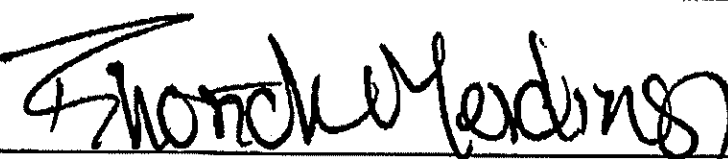

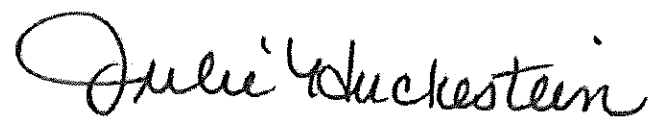

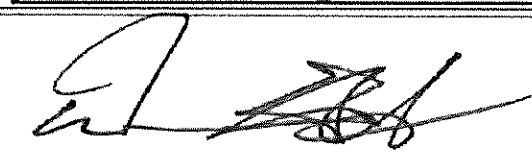

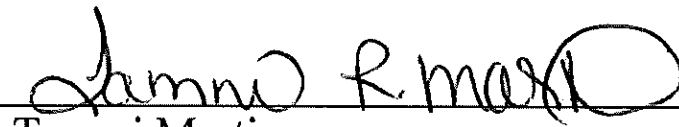

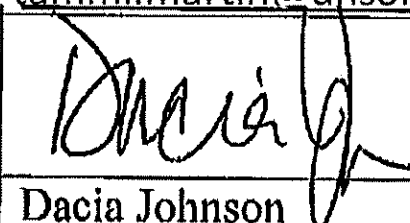
In accordance with WIOA sec. 121 and implementing regulations, each Party must use a portion of its funds to support applicable career services and one-stop center infrastructure costs. Parties agree that an Infrastructure and Additional Shared Cost Funding Agreement (IFA) will be developed and signed by all Parties. Information contained in the MOU and Service Delivery Matrix, Attachment 1, will help to inform the terms of the IFA. Any modifications or termination of the IFA will be made in accordance with the terms of Section V, above.

The IFA will identify specific infrastructure/shared costs and the method by which those costs will be supported by Parties, in accordance with WIOA and federal cost principles, which require that all costs must be allowable, reasonable, necessary, and allocable to the program. The IFA will consider proportionate use and relative benefit for Parties, and will include all required components of the Agreement, as required by WIOA and state policy.

As the local Workforce Development Board, Willamette Workforce Partnership is responsible for managing the IFA as well as collecting and disbursing the shared resources outlined within the Agreement.

As described in the Special Rules of Training and Employment Guidance Letter 17-16 Infrastructure Funding of One-Stop Delivery System, Native American programs are strongly encouraged to contribute to infrastructure costs, but they are not required to make such contributions under WIOA.

XVIII. SIGNATURES

	1-3-19		10-30-18
Kim Parker-Llerenas Willamette Workforce Partnership Kparker-lerenas@willwp.org	Date	Stan Primozych Mid-Willamette Jobs Council primozychs@co.yamhill.or.us	Date
	1/9/18		12/19/18
Kay Erickson Oregon Employment Department kay.erickson@oregon.gov	Date	Audrey Brown DHS District 3 Self Sufficiency audrey.brown@state.or.us	Date
	1/5/19		12/20/18
Lisa Goonan Tom Riel Higher Ed. Coordinating Comm. Lisa.R.Goonan@state.or.us	Date	Rhonda Meidinger DHS Vocational Rehabilitation rhonda.m.meidinger@state.or.us	Date
			11/2/18
Ginny Shoemaker Job Corps ginny.shoemaker@exodyne.com	Date	Julie Huckestein Chemeketa Community College julie.huckestein@chemeketa.edu	Date
	11/30/18		11/28/18
Brenda Bremner Confederated Tribes of the Siletz Indians Brendab@ctsi.nsn.us	Date	Dave Henderson Linn-Benton Community College henderd@linnbenton.edu	Date
	11/27/18		3-6-19
David Cheveallier Easter Seals Oregon dcheveallier@or.easterseals.com	Date	Tammi Martin DHS District 4 Self Sufficiency tammi.martin@dhsosha.state.or.us	Date
	11/30/18		11/16/18
Martin Campos-Davis Oregon Human Development Corp Martin.Campos-Davis@ohdc.org	Date	Dacia Johnson Oregon Commission for the Blind Dacia.johnson@state.or.us	Date

SERVICE	DESCRIPTION (Refer to WIOA and WSO Standards for more details)	DELIVERY METHOD*
BASIC CAREER SERVICES		
Eligibility	Eligibility determination for respective Core Workforce Programs. Some customers may be determined eligible for more than one program.	Access
Greeting, Outreach & Orientation	Greeting, outreach, intake and orientation (including worker profiling) to services available through the system. Exploratory services will be shared amongst partners included on the MOU. Outreach in the community will message the system, in addition to individual outreach by a partner.	Access
Initial Assessment	Assessment of skill levels including literacy, numeracy and English language proficiency and supportive service needs. Parties may utilize a variety of approved assessment tools, depending on requirements of fund sources.	Access
Labor Exchange Services	Includes job search, placement, job listings, referrals, information on in-demand jobs and occupations, non-traditional employment.	Access
Referrals	Provision of referrals to, and coordination of, activities with other programs and services within WSO and beyond.	Referral
Labor Market Statistics	Job vacancies, required job skills, local in-demand jobs and earnings, skill requirements and opportunities for advancement.	Access and Self-Service
Program Performance and Cost Information	Information regarding program performance and cost information on eligible providers of training services (ETPL) by program and type of provider.	Access
Support Service Information	Information related to the availability of supportive services, including child care, medical assistance (Medicaid and CHIP), SNAP, EITC, TANF.	Access and Referral
Unemployment Insurance Claim Filing and Information	Meaningful assistance in filing an unemployment insurance claim.	Access
Financial Aid Availability	Assistance in establishing eligibility for programs of financial aid not provided under WIOA.	Access and Self-Service
INDIVIDUALIZED CAREER SERVICES		
Comprehensive Assessment	May include diagnostic testing and in-depth interviewing.	Access
Individual Employment Plan	To identify employment goals, achievement objectives, combination of services.	Access
Career Planning	Customer-centered approach that includes the development of appropriate service strategies, support services and other workforce investment activities necessary to obtain and retain employment.	Access and Self-Service
Pre-Vocational Services	Short term, includes learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills.	Access

SERVICE	DESCRIPTION (Refer to WIOA and WSO Standards for more details)	DELIVERY METHOD*
Internships/Work Experiences	Internships and other work experiences linked to careers.	Access
Financial Literacy Services	Provided to youth to help achieve longterm financial stability.	Access
English as Second Language	English language acquisition and integrated education and training programs.	Access and Self-Service
Skills Validation	Process of determining if participants have skills required for referral to job openings or work-based training.	Access
Follow-Up Services	Must be provided as appropriate, including counseling for up to 12 months after first day of employment.	Access
TRAINING SERVICES		
Adult Education and Literacy	Instruction to address deficiencies in basic academic skills, including reading, writing, and mathematics. Also includes English language acquisition.	Access
On-the-Job Training	A hire-first program that reimburses employers for the extraordinary cost of training employees.	Access
Individual Training Accounts (ITAs)/Scholarships	An account to support individuals in obtainingto obtain occupational training.	Access
Current Worker Training	Training provided to currently-employed workers to advance or retain employment.	Access
Customized Training	Conducted with a commitment of an employer to employ an individual upon successful completion of the training.	Access

SERVICE	DESCRIPTION (Refer to WIOA and WSO Standards for more details)	DELIVERY METHOD*
BUSINESS SERVICES		
Sector Partnerships	Develop, convene and implement sector partnerships.	Referral
Customized Screening and Referrals	Referrals of qualified participants in training services to employers.	Access
Customized Recruitments	Customized recruitment events including targeted job fairs.	Access
Customized Labor Market Info.	For specific employers, sectors, industries or clusters.	Access
Rapid Resonse	Assistance in managing reduction in workforce.	Access
Tax Credits	Assistance in accessing tax credits.	Access and Referral
Marketing Services	To promote the benefits of working with the WSO system.	Access
OTHER SERVICES (Describe)		

***Delivery Method:**

1) Access: 1) program staff physically present at the location; 2) partner program staff physically present at the one-stop, appropriately trained to provide information to customers about programs, services and activities; and/or 3) there is a direct linkage through technology to program staff that can provide meaningful information or services. A “direct linkage” means providing direct connections at the one-stop, within a reasonable time by phone or a real-time Web-based communication to a program staff member who can provide program information or services to the customer. Levels of access are described in Section IX of the MOU.

2) Referral: Shared and co-enrolled customers are referred to another program or service. Specific referral information is described in Section XIII of the MOU.

3) Self-Service: Customers may access services individually at WSO locations and/or online, without utilizing direct access.



**WORKSOURCE
OREGON**

**OPERATIONAL STANDARDS
VERSION 2.0**

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OVERVIEW

In 2007, Oregon set a goal for integrated service delivery within WorkSource Oregon (WSO). This would involve: co-location of multiple partners within WSO; and adoption of businesses as primary WSO customers, in addition to jobseekers. In 2013, Governor Kitzhaber issued Executive Order No. 13-08 which strengthened roles and responsibilities for Local Workforce Boards; charged state agencies that administer workforce programs to align themselves in light of reduced resources and a changing economy; and designated the Oregon Workforce Investment Board as an independent advisory body to the Governor to ensure progress and accountability at both the state and local levels.

The Workforce Innovation and Opportunity Act, was signed into law in July 2014. This legislation, in addition to the Governor's Executive Order No. 13-08 and related efforts in Oregon, resulted in a renewed vigor around workforce system redesign. The Oregon Workforce Partnership, in partnership with the Oregon Employment Department and the Higher Education Coordinating Commission Office of Workforce Investments, chartered a project to establish a statewide framework for consistent workforce service delivery throughout Oregon.

In 2017, as part of continued efforts to implement WIOA, the Workforce System Executive Team and the State Workforce Talent and Development (WTD) Board adopted the WSO Standards as a system-wide expectation for service delivery. As a result, partners came together to further integrate Department of Human Services Vocational Rehabilitation and Self-Sufficiency employment and training programs, Oregon Commission for the Blind, as well as Adult Basic Education funded through WIOA title II.

While the Standards support the vision of WIOA and align with the requirements of WIOA, federal and state regulations; this is not a WIOA compliance-related document. WorkSource Oregon Operational Standards provide the minimum-level content/services(s) required to be available at all WSO centers as we work toward development of a seamless customer-facing service delivery system.

While it will take time, partners at both state and local levels should strive to exceed these standards and pursue further integration of: staff, resources, resource management, customer enrollment and service delivery. The standards are based on premise that partners will continually work together to improve the system, engage new partners, and better serve Oregon job seekers, workers and businesses.

MISSION, VISION AND VALUES

WorkSource Oregon is comprised of multiple agencies and organizations. While each of these entities may have their own missions, visions, and values; the mission, vision, and values of WorkSource Oregon have been developed to speak on behalf of the broader workforce system.

MISSION OF WORKSOURCE OREGON:

To effectively respond to workforce challenges through high-quality services to individuals and businesses, resulting in job attainment, retention and advancement.

VISION OF WORKSOURCE OREGON:

Communities where the employment needs of jobseekers and businesses are met by solutions delivered effectively through engaged workforce system partners.

VALUES OF WORKSOURCE OREGON:

- **Inclusiveness.** We value others and ourselves as unique individuals and celebrate both our commonalities and differences. We promote open communication, ongoing collaboration and the free exchange of ideas. We honor diversity, exhibit fairness, and strive for equity and excellence for all customers.
- **Stewardship.** We value social responsibility and hold ourselves accountable for the efficient and effective use of the human, physical and fiscal resources entrusted to us.
- **Excellence.** We continually pursue excellence by being creative, aspirational, and high-achieving professionals, committed to our communities and team. Our staff is our greatest resource and our customers' success is the essence of our work.
- **Teamwork.** We are a system of effective teams that emphasize high levels of trust, cooperation, and a commitment to excellent communication. We encourage and empower employees to exercise independent judgment in meeting customer needs through professional, values-based behavior.
- **Integrity.** We value mutual respect, honor the dignity of each individual and foster a civil and ethical environment. We demonstrate the highest standards of personal integrity and honesty in our public activities to inspire confidence and trust.
- **Relevance.** We foster an environment of continuous improvement and high performance, utilizing the most current tools and technology to ensure we remain relevant to the communities we serve.

ROLES AND RESPONSIBILITIES

Each WSO partner has roles and responsibilities, purposes and functions as they relate to WSO policy and operations. With WIOA and the addition of other required partners, common operational agreements further clarify roles, responsibilities and the decision-making authority of all entities involved. Any decisions that affect, reflect upon, or impact a WSO center or WSO service delivery will be vetted with the appropriate group. Local Leadership Teams will manage local level topics as they arise. Where impact is greater than one local area, where agreement among local partners cannot be reached, and/or where additional guidance is needed, the WSO Advisory Committee will be consulted and serve as the decision-making body regarding those topics. Any disputes that cannot be resolved among partners at the level of the WSO Advisory Committee will be raised to the Continuous Improvement Committee of the State Workforce and Talent Development Board for consideration and final ruling.

CONTINUOUS IMPROVEMENT COMMITTEE

Purpose: The Continuous Improvement Committee is a subcommittee of the state's Workforce and Talent Development Board. It was developed to ensure Oregon meets its obligations under WIOA and to provide leadership and oversight in the continuous improvement of the workforce system.

Function and Authority: The committee discusses and approves priorities for the workforce system, recommends strategies, reviews key performance elements and reviews key elements of sustainability of the workforce system. This committee may hear and weigh in on disputes related to one-stop service delivery in the event that local area partners and WSO Advisory Group members cannot resolve an issue; as needed, and as part of system improvement responsibilities.

DEPARTMENT OF HUMAN SERVICES SELF-SUFFICIENCY

Purpose: The Department of Human Services Self-Sufficiency Program (DHS-SSP) provides assistance for low-income families to promote family stability and help them become self-supporting. They provide access to the Supplemental Nutritional Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) and TANF-related programs, Employment Related Day Care (ERDC), Temporary Assistance for Domestic Violence Survivors (TA-DVS), Refugee Programs, and Youth Services Programs. Workforce programs provided by DHS include the SNAP employment and training program as well as the Job Opportunity and Basic Skills (JOBS) program for TANF participants.

Function and Authority: DHS-SSP provides eligible Oregonians with access to self-sufficiency employment and training services in Oregon's comprehensive WSO centers and many affiliate WSO sites, as well as at DHS branch locations and contracted partner sites. DHS-SSP providers work with WSO partners to coordinate provision and funding of employment and job training services to shared customers. DHS-SSP is a required partner in the WorkSource Oregon system.

DEPARTMENT OF HUMAN SERVICES VOCATIONAL REHABILITATION

Purpose: Department of Human Services Vocational Rehabilitation (DHS-VR) helps Oregonians with disabilities gain and maintain employment through counseling, specialized training and new skill development. This includes helping youth with disabilities transition from the educational system to the workforce as they become adults, helping employers overcome barriers to employing people with disabilities, and partnering with other state and local organizations that coordinate employment and workforce programs to effectively meet the needs of people with disabilities. Employment helps people with disabilities become more self-sufficient, involved in their communities, and live more engaged, satisfying lives.

Function and Authority: The VR program insures specialized services are provided by skilled Rehabilitation Counselors who deliver direct client services in VR field offices, local DHS offices, and select WSO sites. Vocational Rehabilitation Counselors conduct comprehensive assessments to evaluate vocational potential, including diagnostic and related services necessary to outline the nature and scope of services necessary for people with disabilities to gain and maintain employment. Vocational counseling and guidance builds on the assessments and clearly identifies appropriate career goals and

career paths to obtain those goals. WSO partners often assist VR Counselors with shared clients to insure access to these career paths and goals. VR is a core partner in the implementation of WIOA and is committed to improving access to the Workforce System for Oregonians with disabilities.

HIGHER EDUCATION COORDINATING COMMISSION

Purpose: The Higher Education Coordinating Commission (HECC) is a state agency/commission that develops and implements policies and programs to ensure that Oregon's network of colleges, universities, and pre-college outreach programs are well-coordinated to foster student success. It is responsible for policy development and program oversight of workforce development initiatives funded under WIOA titles I and II, contributing leadership and resources to increase the skills, knowledge and career opportunities of Oregonians. The HECC provides staffing to the Oregon Workforce Investment Board.

Function and Authority: On behalf of the Governor, the Office of Workforce Investments (OWI) implements and oversees Oregon's WIOA title I implementation, compliance, and funding distribution. The Office of Community Colleges and Workforce Development (CCWD) oversees and supports WIOA title II adult education and literacy programs, investments, and activities; as well as post-secondary career and technical education authorized under the Carl D. Perkins Vocational and Technical Education Act.

LOCAL LEADERSHIP TEAMS

Purpose: Local Leadership Teams (LLTs) are convened by Local Workforce Boards and are the mechanism used to manage the implementation of the local WSO system. This includes coordination of services, programs, funding streams, processes and initiatives among WSO partners to ensure accountability and alignment in support of a seamless public system.

Function and Authority: The LLTs address both systems and operational topics related to service delivery issues and improvements; implementation of programs, process and current initiatives; center activities such as workshop offerings, customer flow (discrete resource room activities), and staff coordination/coverage; program and center performance; sector strategy implementation; business recruitment services; and implementation of local area strategic plans as they relate to center functions. The LLTs also serve as a communication mechanism between regional, local area and center levels.

The structure of LLTs may vary across local workforce areas. Some local areas may have more than one LLT or varying levels of LLTs. Some may have a regional/strategic leadership team that manages some or all LLTs responsibilities and/or some local areas may have operational teams that manage some responsibilities in regard to operations of a specific WSO center. In these instances, it may be a different group (regional LLT or board sub-committee) designated to oversee performance, compliance monitoring, best practices identification and system improvement, sector initiatives development, and strategies for service delivery. Regardless of the local structure, LLTs responsible for oversight and strategy development will consist of local board staff (conveners), OED Managers, representatives from Department of Human Services Self-Sufficiency and Vocational Rehabilitation programs, and title II Adult Basic Education program representatives. Local teams may also include One-stop Operators or representatives from other engaged partners and stakeholders. Where program services are delivered

by contracted service providers, provider management and staff may also be included on LLTs, as appropriate. In these instances, LLTs will ensure that provisions for preventing conflict of interest are in place.

LOCAL WORKFORCE DEVELOPMENT BOARDS

Purpose: Local Workforce Development Boards (LWDBs) are designated to develop local workforce plans, and to direct and prioritize funding toward workforce development activities, and help shape how services are delivered in the local WSO System. They convene economic development and other partners to create resources for workforce development activities in response to the needs of jobseekers and local business. The LWDBs, as neutral independent brokers of workforce services, purchase contracted workforce services that are provided through the WSO centers to support talent development, job creation, income progression, business competitiveness, and expanded opportunities for citizen prosperity. The LWDBs certify WorkSource Oregon centers.

Function and Authority: Local Workforce Development Boards provide a convening table for labor, economic development, elected officials, community colleges, K-12 education, workforce development and human service providers to create community-based solutions to workforce challenges and efficiently address local labor market needs and statewide priorities. They lead employer engagement to promote business representation, develop linkages, implement effective strategies and ensure that workforce investments support the needs of employers. They expand private-public partnerships with an integrated workforce system to ensure WSO centers meet the needs of the community, and they partner with the Governor's Regional Solutions Teams to identify and leverage opportunities to expand job creation and incent job growth. They negotiate local title I performance measures and conduct program oversight to ensure appropriate use, management and investment of workforce resources.

OREGON COMMISSION FOR THE BLIND

Purpose: The Oregon Commission for the Blind (OCB) is a state agency/commission that assists Oregonians who experience vision loss to develop independent living skills and achieve positive employment outcomes. OCB works with businesses to help them increase diversity, develop assessable worksites and obtain/retain talented employees.

Function and Authority: OCB provides individuals who experience vision loss with services including, although not exclusive to, counseling and skills training that allow them to obtain, retain, or further employment goals. Individuals may access services at any OCB office and/or work with a counselor/instructor in another location including a WorkSource Oregon center. OCB works with other agencies from which the client is obtaining services when appropriate.

OREGON EMPLOYMENT DEPARTMENT

Purpose: The Oregon Employment Department (OED) provides a public labor exchange connecting job seekers with employers. The OED supports economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits, serves businesses by recruiting and referring qualified applicants to jobs, provides resources to diverse job seekers in support of their employment needs, and develops and distributes quality workforce and economic information to promote informed decision making.

Function and Authority: OED provides a large portion of staffing and physical infrastructure for the WSO system, and is the primary delivery mechanism in the aligned service delivery model.

WORKFORCE AND TALENT DEVELOPMENT BOARD

Purpose:

The Workforce and Talent Development (WTD) Board mission is to advise the Governor on workforce policy and plans, and contribute to the economic success of Oregon by aligning state workforce policy and resources with education and economic development; promoting a proactive, flexible and innovative talent development system; and, by holding the workforce system accountable for results, to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be competitive.

Function and Authority:

The WTD Board advises the Governor on workforce policy and plans, and contributes to the economic success of Oregon by aligning state workforce policy and resources with education and economic development. The board also provides strategic, investment recommendations on workforce and talent development. The board promotes a proactive, flexible and innovative talent development system to ensure Oregonians develop the skills they need to sustain rewarding careers and businesses have the talent they need to be as competitive as possible.

WORKSOURCE OREGON ADVISORY TEAM

Purpose: The WSO Advisory Team is the oversight body of the WSO service delivery system. It is comprised of at least two members from each of the following WSO partners: Oregon Employment Department; Department of Human Services (self-sufficiency and vocational rehabilitation programs); Higher Education Coordinating Commission (title I and title II representatives); Oregon Commission for the Blind; and Local Workforce Development Boards. Staffing for this team may change over time and will be decided and unanimously agreed upon by its members.

Function and Authority: The team is responsible for regularly reviewing the WSO Standards and ensuring they are kept current and aligned with applicable laws and regulations. The Team is responsible for vetting and approving any decisions, topics, or recommendations that affect WSO. Decisions affecting WSO may require input from additional stakeholders, such as LWDB Directors or WSO partners that are not currently represented in the WSO Operational Standards. It will serve as a group to vet and help resolve any local disputes regarding WSO service delivery, that cannot be resolved among local partners. The Team will also oversee implementation of WSO Standards, monitor ongoing implementation progress and ensure that necessary supports are in place for front-line staff success in implementation of the WSO Standards.

SYSTEM REQUIREMENTS

CO-LOCATION

In order to be designated as a WorkSource Oregon center, OED Wagner-Peyser employment service offices must be co-located with title I one-stop centers. Title II Adult Basic Education, DHS-SSP employment and training services, OCB, and DHS-VR will seek opportunities to co-locate; and will have representation in every WSO center and participate in WSO standardized service delivery no later than July 1, 2019. Plans will be developed and transitions in progress for all communities no later than July 2018. Exceptions to this must be approved by the WSO Advisory Team, in consultation with the respective LWDB.

ALIGNMENT OF SERVICES

In order to be designated as a WorkSource Oregon center, services among Wagner-Peyser and title I staff will be aligned resulting in seamless provision of services to customers. Total staff resources across both funding streams will be allocated collectively to ensure all services are delivered in accordance with the requirements of these operational standards. All operational functions, including supervision and management where appropriate, will be taken into consideration when developing a functional staffing plan for each center. Contributions to alignment of service efforts by other required programs (DHS-SSP, title IV DHS-VR, OCB, title II Adult Education and Family Literacy) within each WSO center will be determined by LLT representatives and local WSO Memoranda of Understanding and cost-sharing agreements. Any contributions to alignment of services must comply with specific program provision requirements of each program's respective fund source and oversight agency.

BRANDING

WorkSource Oregon (WSO) is the accepted brand for WorkSource Oregon centers, in accordance with the Oregon Workforce Investment Board decisions from September 2007 and December 2008. All WSO centers certified as comprehensive or affiliate sites where title I and title III staff are located will adopt and execute this brand. Partner and specialized sites where both title I and title III staff are not present may not be branded as a WSO center. These sites may identify as a "Partner of WorkSource Oregon."

The brand is applicable to all signage, center décor, lobby/resource room kiosks, brochures, print materials, marketing materials, nametags, web and social media presence, business cards, e-mail signature blocks, telephone protocols, and other related applications for all WSO-funded activities and functions provided through the WSO centers. Branding standards may not apply to programs for which WSO is not the primary location for service delivery, or where these standards do not comply with a policy of a parent organization of a WSO partner. In these instances, the LLT for the center will develop a solution that ensures compliance with these standards and ease of use for customers.

In addition to WorkSource Oregon, each WSO center must post language on the physical structure as follows: WSO is a proud partner of the American Job Center network." In addition, the partners/programs present within a center should be posted in a common entrance area or entrance door. The WSO Branding Guide will be used to implement any associated federal requirements.

Each LLT will establish protocols to ensure that physical structures are kept clean, neat, professional, and reflective of an aligned and integrated environment. Additionally, LLTs will develop center/local area-specific professional standards which include expectations for acceptable work apparel. All staff and sub-contractors providing WSO-funded services within the centers must comply with these branding standards and any additional local protocols established by LLTs.

TECHNOLOGY INFRASTRUCTURE

All WorkSource Oregon centers will maintain a standard level of technology to ensure comparable access to automated services for customers. A gap analysis of technology needs across the state will be completed, and all centers equipped with standardized technology infrastructure.

SERVICES

Services provided through the WSO centers will be customer-centered to ensure value to each customer experience as close to the front of the customer flow as possible and at each point along the continuum of services. There is no required sequence of services in WSO centers. Rather, there are Exploratory Services, Career Services, Training Services and Business Services which may be accessed at any time based on individual customer needs. For the purposes of categorizing services offered in the WSO model, any services that are not defined as Exploratory, Training or Business are now categorized together as Career Services. This section describes the foundations of service delivery that are to be in place for the delivery of *all* WSO services, and establishes the standards for each specific service provided within Exploratory, Career, Training, and Business Service categories.

ACCESSIBILITY

WorkSource Oregon is an equal opportunity program and does not discriminate in employment or the provision of public services on the basis of race, color, religion, sex, national origin, citizenship status, age, disability, political affiliation or belief. The following services are available free of cost, upon request: Auxiliary aids or services, alternate formats, such as Braille, large print, audio CD or tape, oral presentation, electronic format to individuals with disabilities, and language assistance to individuals with limited English proficiency. For more individualized accommodations, go to <http://www.worksourceoregon.org/accessibility/equal-opportunity>.

In accordance with WIOA requirements, all WSO centers are assessed by LWDBs annually for compliance with the Americans with Disabilities Act. This assessment is also required as part of the center certification processes conducted by LWDBs no less than every three years. Local LWDBs should be contacted for information on specific center assessments, contact the appropriate LWDB.

FOUNDATIONS OF SERVICES DELIVERY

As defined in WIOA and OWIB policy, there are three levels of access within WSO centers. “Access” to programs and services means having:

1. Program staff physically present at the location; or
2. Partner program staff physically present at the One-Stop Center appropriately trained

- to provide information to customers about the programs, services, and activities available through partner programs; or
3. Making available a direct linkage through technology to program staff that can provide meaningful information or services.
 - a. A “direct linkage” means providing direct connection at the One-Stop Center, within a reasonable time, by phone or through a real-time web-based communication to a program staff member who can provide program information or services to the customer.
 - b. A “direct linkage” cannot exclusively be providing a phone number or computer website or providing information, pamphlets, or materials.

In addition to the actual services provided to customers, there are foundational elements that crosscut and underlie the provision of WSO services. Those elements and the standards for the use are outlined below.

Continuity of Services

All WSO centers will execute a viable collaborative-service system as a basic principle of the customer-focused model. The goal is to provide the best customer-focused service possible through a continuity of services that are not dependent upon a customer returning to the same staff person. Centers will focus on the development of organizational, not individual, relationships in order to seamlessly coordinate services in a way that meets the business requirements as well as addresses customer needs in a timely and value-added manner. For customers engaged in Career and/or Training Services, staff will adequately document customer interactions to ensure continuity of services for customers regardless of which staff provides assistance. Due to use of multiple data systems among workforce system partners, LLTs will discuss where these activities are documented and ensure staff are trained accordingly.

Though documentation may assist with outcomes tracking, the purpose of engaging in collaborative-service delivery is not to focus on performance, but rather the customer experience. Any person working within the WSO center is expected to be able to determine where customers left off on their last visit and/or to get them to the right resource according to what their current need is. They should know what services are available within the WSO center and which staff provide access to those services. The essence of continuity of service is to create value for participants in each interaction and to help them along to their next step. Staff working within the WSO center will help customers navigate among available services by connecting them to appropriate staff if a customer requires assistance from a specific program, or has been identified with an ability to benefit from a specific program. When common customers are identified, staff will work together to leverage resources and better serve customers.

Leveraging Resources to Serve a Common Customer

Because customers may be served concurrently by multiple programs within WSO centers, Local Leadership Teams will work to ensure the best use of center staff resources to ensure that multiple staff are not providing same services unnecessarily and that any redundancy is intentional. Some examples of areas of focus for leveraging resources may be Unemployment Insurance (UI) connectivity, service to

specialized populations (such as vocational rehabilitation or public assistance recipients), Integrated Education and Training (IET) models, and provision of business services. Protocols should be included in local Memoranda of Understanding.

Serving a Common Customer

At a comprehensive WSO centers, services must be access (via one or more methods of access defined in 1 through 3b, above) for any and all of the required programs and activities that are carried out in the local area in real time (via email, text phone, etc.). In the event that a customer is handed off from one staff to another in order to access a program or service, it is preferred that this handoff occur prior to the referring staff moving on to assist another customer. In the event this is not possible, the handoff must occur in-person, via phone or email, and no later than the end of the work day. Staff receiving a communication will acknowledge receipt of the contact and attempt to contact the participant within one working day of the contact. Local Leadership Teams will periodically evaluate how the direct technological access is being implemented to ensure these standards are being met. Examples of the access to services can be found on the Oregon WIOA policy site: www.WIOAinOregon.org.

Feedback Mechanisms

All centers will develop feedback mechanisms as described in the services sections below to ensure that services are driven by and are meeting business needs, and to ensure that internal communication among teams are operating on the same information and striving to meet the same local expectations. Feedback mechanisms will be documented and locally tracked to ensure effectiveness of service provision.

Labor Market Information

Labor Market Information (LMI) will inform sector strategies, career planning, training decisions, business engagement and placement services. Staff will demonstrate use of quality data and LMI to inform decisions and provision of core center services and activities. Staff will explain the uses and benefits of LMI-related resources, assist jobseekers in accessing and interpreting tools and data in order to make informed career and education decisions, and will use LMI to coach job seekers toward higher wages.

LMI will include information on in-demand industry sectors identified by LWDBs, and non-traditional employment; information relating to job vacancies; career pathways; job skills necessary to obtain jobs; and local in-demand occupations including the earnings, skill requirements, and opportunities for advancement in such occupations.

Sector Strategies

The terms used in industry sector or cluster strategies are often used interchangeably. *Industry cluster* typically describes the entire value chain of a broadly defined industry from suppliers to end products. *Sector* is a term more widely used in workforce development, defining an industry primarily by common workforce needs and occupations.

Local Workforce Development Boards will identify targeted sectors as part of the planning process. The LWDBs will develop service priorities and dedicate resources based on local plans and investment

strategies. Strategies by LWDBs will focus on demand-side aspects including connections to economic development and regional priorities, and the engagement of employers and industry groups while strategies by WSO will focus on the supply-side elements of a sector strategy, utilizing sector-based career pathways and training programs to prepare and connect qualified jobseekers and workers to high-demand sector-based occupations and careers.

EXPLORATORY SERVICES

Exploratory Services are provided to determine where customers are on their journey to employment and/or training and where they want to be in the future. The intent is to listen to customers' needs and guide them toward their next steps based on individual needs rather than a one-size-fits-all approach of requiring formal assessments and processes for all customers coming into the center. At least one Exploratory Service will be provided to each customer at each visit, resulting in all customers receiving a value-added service prior to their departure.

All WSO centers will have adequate staff capacity at reception to listen and guide all customers toward a value-added service; and to ensure that all customers required to register or interested in pursuing Career and/or Training Services are engaged in a customized one-on-one meeting with staff within 15 minutes of their greeting. Centers will utilize technology to expedite Exploratory Services for participants whenever possible and as resources allow.

Greeting

All customers entering a center will be greeted within one minute. Greeters will query/probe customers about their reason for coming into the center (What brought you in today? How can I help you? What are your needs?). After greeting and listening to customer needs, staff will inform customers of available services and propose options/guide customers toward next steps. This may be access to the resource room, a referral to a partner agency, or queued for a customized one-on-one conversation with the next available staff.

One-on-One

Customers needing to register with the labor exchange system, or interested in pursuing Career or Training Services will be provided a customized one-on-one engagement no more than 15 minutes after the initial greeting.

At the one-on-one, staff will review, assist with, or conduct basic registration; provide additional information about available services; listen to customer needs; and provide guidance on next steps based on needs and interests. Registration information for customers engaging in services will be provided just-in-time based on what is required at any given time rather than all customers going through the same registration process as a first step coming in the door. At the one-on-one, next steps will be articulated and documented.

Next Steps

Each time customers engage in services, appropriate registration elements are collected and next steps are planned and scheduled. Staff provides LMI and referral to appropriate resources and partner services.

CAREER SERVICES

Career Services are those services that assess a person's readiness to work and provide employment statistics information to inform career goals and opportunities for advancement in occupations. Key values provided to jobseekers through provision of Career Services are to ensure they know their skills, know how their skills match the labor market, and know which tools are available for them to acquire the skills needed to be competitive.

Career services include: Eligibility determination; orientation; job search; placement assistance; career counseling; the provision of information on in-demand industry sectors and occupations, non-traditional employment and local labor market information. Effective Career Services rely on assessment, development of a focused Individual Employment Plan (IEP), career planning and skills validation. Referrals to and coordination of activities with other programs and services will be provided as they relate to the career service needs of customers.

Assessment

Assessments of skill levels (including literacy, numeracy, English language proficiency, soft skills, hard skills, and transferable skills), aptitudes (including interests and aptitudes for non-traditional jobs), abilities (including skills gaps), career interests, employment barriers, and supportive service needs will be conducted. Assessment should be a customer-centered, diagnostic evaluation of the person's situation and needs related to work and the local labor market, including employment barriers, prior work experience, education, attitudes toward work, motivation, behavior patterns affecting employment potential, employability, and financial literacy. Assessment will include the validation of existing skills. Information should be gathered from multiple sources, including: observations, personal interviews, and assessments already conducted by partner programs. Progressive assessment will be provided, as-needed, to inform provision of services on an ongoing basis; and is not limited to a specific point in time or program participation. Assessment processes underlie the development of an Individual Employment Plan (IEP), which serves as a participant's road map to services.

Career Planning

Career planning is an ongoing process through which jobseekers explore their interests and abilities, and plan their career goals. It is the provision of a client-centered approach in the delivery of services, designed to prepare and coordinate comprehensive employment plans for participants, and to provide job, education, and career counseling, as appropriate during program participation and after job placement.

Staff will assist jobseekers with accessing, interpreting and implementing appropriate career planning tools to help them make informed decisions about career pathways, and in an effort to make sure they are successful and their expectations are realistic. Every center must provide career planning services and be able to help jobseekers identify and reach career goals. Career planning will include career exploration, interest and skill assessments, and provision of occupational and training information that inform current trends in the job market. Career planning efforts will align with LMI and local sector strategies. Centers will provide career planning workshops and/or individual assistance.

Jobseekers unsuccessful in defining a clear career goal or in need of help outside the scope and resource availability of the center should leave with a tangible resource or referral.

One outcome of career planning is an Individual Employment Plan (IEP). It is developed to identify employment goals, appropriate achievement objectives, and the appropriate combination of services needed for the customer to achieve the identified employment goals; including information on eligible providers of training services, and career pathways to attain career objectives. The IEP includes next steps for job search, skill development, training and accessing resources.

The IEP is largely based on the outcomes of assessment processes including the assessment of occupational skills (soft skills, hard skills, transferable skills), career interests, financial need (personal budget), and employment barriers. It will include training options research (eligible training providers, CIS content, QualityInfo.org, and LMI), next steps for training, and resources; and will be used as a tool in job search efforts.

Job Search

Job search includes the use of all appropriate techniques for finding and accessing employment opportunities. Staff will teach customers the job search process—providing them with tools and knowledge so they are equipped to search for jobs in today’s market using the most thorough methods and strategies available, including: social media, online job boards, and networking in hidden and non-traditional job markets. Staff will assist with application processes and documentation—résumés, cover letters, employment applications, and effective interviewing techniques. Customers should be directed to WSO talent development workshops, as appropriate.

Staff will gain and maintain familiarity with local employment needs in order to provide relevant job search support and assistance to jobseekers. Job search assistance will be customized, customer-centered and may be provided individually or in workshop/group settings. Job search is not an activity that occurs in isolation nor is it a linear process. Job search is a continuous process that results in next steps at each engagement and occurs until a jobseeker is placed in employment. Staff assisting jobseekers must be strategic and take into account a customer’s skills (including skills gaps), experience, and fit. Job search processes should be transformational for customers, not transactional.

Skills Validation

Skills validation is an essential function of WSO, to ensure that customers referred for employment meet business needs and the requirements of jobs to which they are referred. More and more businesses are looking not just for degrees, but for proof of mastery. Prior to referral staff will verify: intent to work/motivation, work history, employer-required licenses, credentials and hard skills, and essential skills/soft skills.

In addition to any employer-defined requirements, centers will implement local processes to validate skills, in collaboration with business and as part of assessment and recruitment efforts, in order to develop “pools” of qualified, work-ready candidates for vacant positions. Skills validation processes will comply with WSO Operational Standards Skills Validation Criteria included here as Appendix A.

Placement Assistance

Placement assistance is person-centered and customized job-getting assistance for customers engaged in services and who have identified their career direction and goals. WSO staff will play a direct role in connecting engaged jobseekers with employers—it is a responsibility of staff to place those customers who have engaged with the system, had their skills validated and are considered work-ready.

Staff providing placement assistance will understand the local talent pool available for referrals, and will manage the “pool” of available work-ready jobseekers—prioritizing based on business needs and investment strategies outlined in the local plan. Referral to job openings is a pre-placement activity and staff is expected to refer only quality/work-ready individuals. Skills validation is a critical component of placement assistance activities. Effective job matching requires staff to ensure that skills have been validated through the approved process and that the customer is a good “fit” for the position and workplace environment prior to referral.

Placement activities must include a feedback mechanism between WSO and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. That feedback will be shared with career development staff to improve the supply and quality of available candidates. LLTs will develop feedback mechanisms, monitor outcomes, and adjust local career and training services based on feedback received.

TRAINING SERVICES

Individuals determined to be in need of training to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment may be eligible to receive Training Services. Local areas may also prioritize training connected to sectors and target populations as part of the local plan and priorities of the Governor of Oregon, and will create opportunities for remediation. In Oregon, individuals with barriers to employment includes those defined under WIOA (see definitions in Appendix C) as well as veterans, unemployed workers, and youth.

The workforce system is expected to increase investment in certifications that help people get jobs, and support the development and documentation of functional skills. There has been growth in the variety of skill building tools including on-line training and credentials, certification of new and existing skills, and work-based learning. All WSO centers are expected to build these types of tools into the menus of available training services and activities.

An IEP is required for all customers accessing Training Services. The IEP will be used to inform training needs, as well as to verify if customers have the skills to be successful in training prior to enrollment into the training program. The IEP must include: clear employment goals, demonstration that selected training is directly linked to employment opportunities in the local area or in an area to which a participant is willing to relocate, timelines attached to the set goals, and a budget that has accurate and clear costs and funding sources for the planned training activities and related costs that support successful completion of training.

Mechanisms must be in place to monitor the quality and effectiveness of training services both from outcome data and business/customer feedback. The feedback loop established for local areas should be comprehensive processes where: training services communicate the available talent to placement services, placement services seek businesses input regarding the quality of candidates and local training needs, placement services market qualified candidates to targeted business customers and placement and business services inform training content based on the input received from employers. The LWDBs will serve as primary sources of business intelligence to inform center priorities and investment strategies around training services.

Among Training Services available, there are categories of Adult Education and Literacy, Skill Development, Talent Development, and Work-Based Learning. How these services are delivered and made accessible to customers is dependent upon local plans. Training activities provided through WSO must comply with state and federal requirements related to the use of the Eligible Training Provider List (ETPL) and performance of eligible training providers.

Integrated Education and Training (IET) is a core educational strategy for career pathways jointly developed between WIOA partners. It is a strategy across all levels of service delivery in WIOA title II, the Adult Education and Family Literacy Act (AEFLA), and can include a wide variety of WIOA title I career and training services as well as other partners.

Adult Education and Literacy

Adult Education and Literacy activities, including activities of English language acquisition, integrated education and training programs, and workforce preparation activities (as defined under title II) will be available through WSO centers. These activities may be provided concurrently or in combination with other services. The frequency and intensity of the training funded through WSO is dependent upon local plan strategies and customer demand.

Talent Development

Talent development increases capacity for someone to learn and/or demonstrate work-related skills. All centers will offer staff-assisted talent development workshops to teach essential skills for work readiness including (at a minimum): résumé development, basic computer skills, interviewing skills, networking/social media use, and soft skills. Talent development activities will comply with Core Talent Development Criteria included here as Appendix B. Talent Development activities may also include short-term pre-vocational services, including development of study skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, and financial literacy.

Talent development services are essential to the development of Certified Work Ready Communities, involving attainment of National Career Readiness Certificates (NCRCs) and soft skill assessment. All WSO centers will offer NCRC preparation assistance, and NCRC testing on-site for customers.

Talent development workshops and activities will be required of participants assessed as lacking work readiness skills prior to receiving a staff referral for employment. Local areas will have processes in place to manage this expectation.

Skill Development

Though types and amounts may vary, all local areas will provide skill development based on structured, written curriculum designed to address gaps, develop new skills and advance toward attainment of industry-recognized and post-secondary credentials. All centers will have online skills development tools available for customers (links to resources) in addition to in-person training, both of which will be delivered by approved providers, including local community colleges. Skill development primarily involves organized programs of study that provide education and vocational skills that lead to proficiency in performing functions required by certain occupational fields at entry, intermediate or advanced levels, or leads to credentials required by employers in the occupational field (defined as Individual Training), and also includes skill upgrades; retraining; entrepreneurial training; and occupational skills training—including training for nontraditional employment. Staff will assist jobseekers with assessing and accessing these services and may be engaged in monitoring and testing to measure customer progress.

Work-Based Learning

WIOA aims to create job-driven centers that focus on work-based learning, industry-recognized/postsecondary credentials, career pathways, and enhanced connections to registered apprenticeship. All centers will make work-based opportunities available to customers in accordance with local area plans and investment strategies.

Work-Based Learning includes On-the-Job Training (OJT), apprenticeship, and work experiences and internships that are linked to careers. Work-Based Learning services may also include job shadows, volunteer opportunities, and career exploration to help customers develop skills, experience and/or exposure to careers or industries based on their interests and competencies. Work experiences that are linked to careers will be provided at all WSO centers.

Work-based learning opportunities should be marketed by both training and business service staff. Staff will pursue opportunities with employers and make appropriate referrals for work-ready jobseekers. Local Workforce Development Boards will coordinate work-based learning opportunities across partner agencies to ensure maximization of employer contact and avoid business-contact fatigue. The LWDBs will research opportunities and develop relationships with local businesses and partners (including apprenticeship programs, training centers, and community college apprenticeship coordinators) to make these training models available to customers. In accordance with standards described under Career Services above, feedback mechanisms between Training Services and placement functions must be in place to ensure that the training being provided is meeting the needs of business.

Registered Apprenticeship

Better connection and integration of Registered Apprenticeship (RA) with WSO is underlined in WIOA, wherein it is categorized as work-based training. WIOA also makes RA programs, automatically eligible for inclusion on the ETPL. Therefore, ITAs and OJTs may be developed for RA training, in accordance with state and local policies, plans and priorities. Registered Apprenticeship program sponsors may also utilize recruitment services offered by WSO. WSO staff should become familiar with local apprenticeship resources, including but not limited to: local apprenticeship programs, apprenticeship

training centers, apprenticeship services offered by local community colleges, and local apprenticeship representatives from the Bureau of Labor and Industries.

BUSINESS SERVICES

The most important Business Service WSO provides is connecting employers to qualified candidates. Comprehensive Business Services will be offered through WSO centers to ensure that WSO is providing a value-added service to businesses and is supporting local sector strategies and investment priorities. Staff will be knowledgeable and responsive to business and workforce needs of the local area, how these align with local sector strategies, and protocols to access recruitment processes and other services. All WSO centers will provide appropriate recruitment and other business services on behalf of employers, including small employers, in the local area.

WSO Business Services will include, at a minimum:

Recruitment Services

Recruitment is the primary employer service model for placing qualified jobseekers with employers. Recruitment involves attracting, selecting and referring suitable candidates to one or more jobs through multiple activities that are customized to a specific employer or occupational need. WSO staff conducting Recruitment Services will work closely with staff providing skills validation, training, and career placement functions to access the appropriate talent pool for the position(s) being recruited.

Recruitment Services will support targeted populations and Sector Strategies recruitments. WSO staff will conduct an on-site employer visit prior to the start of the recruitment then send qualified candidates to the employer in a timely manner. Staff may funnel all non-participant applicants through WSO for screening. The WSO referral-to-hire ratio is a target of 5:1, unless otherwise specified by employer.

Placement and recruitment activities must include a feedback mechanism between the WSO center and employers. Employer feedback will be solicited to validate/concur with the readiness/quality of referrals. LLTs will develop feedback mechanisms, monitor outcomes, and adjust local career and training services based on feedback received. Feedback will be shared with LWDB to ensure continuous quality improvement.

Customized Training

Customized training may be provided, in alignment with local plans, state and federal regulations, and available resources, in order to meet the specific skill needs of local employers. The training is conducted with a commitment by an employer or group of employers to pay a significant portion of the cost of training and to employ trained individuals upon successful completion of the training.

Incumbent Worker Training

Any LWDB may reserve funds to pay for the federal share of the cost of providing training through an incumbent worker training program. If made available in an area by a LWDB, training will take into account characteristics of participants in the program, relationship of the training to competitiveness of

participants and employers, and other factors such as number of employees, wage and benefit levels, and existence of other training to support advancement opportunities. The cost will be shared with employers based on employer size. The WSO center will utilize information gathered from business feedback to inform the need for incumbent worker training and will market available opportunities, as appropriate.

Job Postings

WSO staff will provide services to employers for posting vacant positions in the local labor exchange system. Jobs may be entered via automated mechanisms, self-service features, or staff-assisted services.

Incentives

Employment incentives are available through the WSO center and its network of partners, including: Work Opportunity Tax Credit, the JOBS plus program, and the Preferred Worker Program. WSO staff will be knowledgeable about available incentives in order to effectively market them to businesses.

Rapid Response

The ultimate goal of rapid response activities in Oregon is to enable affected workers to return to work as quickly as possible following a layoff or to avoid unemployment altogether. Oregon's rapid response system promotes economic recovery and vitality through LWDBs and their ongoing development comprehensive approaches to identifying, planning for, or responding to layoffs and dislocations; and preventing or minimizing their impacts on workers, businesses, and communities. Each area must have protocols in place to deliver solutions to address the needs of businesses in transition, provided across the business lifecycle (expansion and contraction), including comprehensive business engagement and layoff aversion strategies and activities designed to prevent or minimize the duration of unemployment.

All local areas will provide rapid response activities, including layoff aversion strategies and activities, to employers and workers when: a layoff or closure is announced, is occurring, or has occurred; or a disaster (as defined by state or local emergency management policies) results in mass job dislocation; or a Trade Adjustment Assistance petition is filed. Rapid response activities are time-sensitive and LWDBs will develop local protocols to ensure all required rapid response activities are occurring.

OUTCOMES AND PERFORMANCE

WSO partners are responsible for shared system performance, measurements of achievement, and outcomes for service to a common customer. WIOA creates performance measures required for all core programs, including:

- Percentage of participants in employment during second quarter after exit;
- Percentage of participants in unsubsidized employment during the fourth quarter after exit;
- The median earnings of participants in unsubsidized employment during second quarter after exit;
- Percentage of participants who obtain a recognized postsecondary credential or secondary school diploma (or equivalent) during participation or within one year after exit;
- Percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment;
- Percentage of repeat employers using core program services more than once within the previous three years; and
- Percentage of employers using core program services out of all employers in the State served by the public workforce system.

The core performance measures under WIOA apply whether or not participants were employed at date of participation. Core programs are required to report on these common performance indicators. Performance reports for states, local areas, and eligible training providers will be publicly available. Local Workforce Development Boards will regularly monitor and evaluate local program performance. Official WIOA performance reporting to federal oversight agencies for the State of Oregon will be conducted at the state level and is not the responsibility of individual centers or local areas. LLTs will need to discuss and decide how they will consider federal and state performance requirements within the statewide customer-centered model.

ACCOUNTABILITY

The WSO Operational Standards will be incorporated into state monitoring, and local areas (LWDBs and OED) will be held accountable for their successful implementation in every WSO location in the state. Failure to comply with the operational standards will result in corrective action plans, incentives, and/or sanctions.

ACKNOWLEDGEMENTS

Members of Oregon's Workforce System are to be recognized for their role in developing these standards. They are the result of collaborative efforts among front-line staff, management and organization leadership, including: Dave Allen, Doug Anderson, Teri Berry, Amy Black, Jim Booker, Robert Brown, Heather DeSart, Amy Evans, Marem Flores, Jim Fong, John Gardner, Patrick Gihring, Dan Haun, Shalee Hodgson, Karen Humelbaugh, Clover Ingram, Neil Johnson, Kristin Kahler-Jones, Pete Karpa, Kristina Keeney, Aurora King, Gena Konrad-Cone, Donna Lewelling, Sonia Limon, Andrew McGough, Mandy Mereness, Lisa Nisenfeld, Elaine Pandolfi, Kim Parker, Kristina Payne, Jim Pfarrer, Tom Previs, Cassie Richard, Adalberto Rubio, Stefanie Siebold, Stephanie Smolen, Kurt Tackman, Sue Thompson, and Shannon Wilson. The standards are based on previous work products that received a large amount of staff effort and input. Although contributors to that work are too numerous to mention individually, collectively their work formed a foundation for these operational standards.

The Oregon Workforce Partnership, Department of Community Colleges and Workforce Development and Oregon Employment Department sponsored the initial development of the WSO Operational Standards Development Project which was facilitated and executed by Karen Litvin, Director of Project Masters.

APPENDIX A: SKILLS VALIDATION CRITERIA

OVERVIEW

The WorkSource Oregon (WSO) Operational Standards require Skills Validation services as an essential function of WSO to ensure that customers referred for employment meet business needs and the requirements of jobs to which they are referred. More and more businesses are looking not just for degrees, but for proof of mastery. Prior to referral staff will verify: intent to work/motivation, work history, employer-required licenses, credentials and hard skills, and essential skills/soft skills.

In addition to any employer-defined requirements, centers will implement local processes to validate skills, in collaboration with businesses and as part of assessment and recruitment efforts, in order to develop “pools” of qualified, work-ready candidates for vacant positions.

Placement assistance is person-centered and customized job-attainment assistance for customers engaged in services and who have identified their career direction and goals. WSO staff will play a direct role in connecting engaged jobseekers with employers—it is a responsibility of staff to place those customers who have engaged with the system, had their skills validated, and are considered work-ready.

Staff providing placement assistance will understand the local talent pool available for referrals, and will manage the pool of available work-ready jobseekers—prioritizing based on business needs and investment strategies outlined in the local plan. Referral to job openings is a pre-placement activity and staff is expected to refer only quality/work-ready individuals. Skills validation is a critical component of placement assistance activities. Effective job matching requires staff to ensure that skills have been validated through the approved process and that the customer is a good “fit” for the position and workplace environment prior to referral.

There are two main parts to Skills Validation:

1. Creating a pool of Work Ready Customers, utilizing the Work Readiness Checklist Criteria
2. Referring customers who are in the Work Ready Pool to specific jobs in response to employer recruitment efforts, after conducting additional Skills Validation in accordance with job criteria.

The Work Readiness Criteria gets customers into the pool of preferred candidates, the Skills Validation Criteria qualifies them to get out of the pool in the form of a referral to a well-matched job opportunity. The level of staff engagement for each of these pools is dependent upon center resources and local plans and investment strategies.

WORK READINESS CHECKLIST

Work readiness is the level of preparedness of an individual to pursue employment. Customers will be designated as work-ready once assessed by staff that they have: an active registration, a general résumé, application materials and information, addressed barriers to employment and basic needs, demonstrated soft skills, demonstrated interview skills, and networking/social media and basic computer skills appropriate for their career goals. Once customers are determined work ready, they may be included in the available talent pool for the center to be considered for job referrals. Local areas may format the checklist to fit local needs and may create additional criteria. However, at a minimum, all centers must verify the core criteria listed below utilizing the verification method indicated.

1. Registration: Staff verification that customer has an active registration through I-Trac/iMatchSkills.
2. General Résumé: Staff verifies customer has an adequate general résumé by reviewing a hard-copy of the résumé that can be customized for specific job referrals.
3. Application Information and Materials: In an interview with the customer, staff has inquired and verified through customer self-attestation that the customer has gathered and/or has access to the following information for use in completing job applications. Information and materials may include:
 - a. dates of employment,
 - b. reasons for leaving,
 - c. employer addresses and contact information,
 - d. references,
 - e. letters of recommendation,
 - f. certificates,
 - g. hard skills acquired,
 - h. iMatchSkills profile,
 - i. professional email address,
 - j. professional voice mail,
 - k. I-9 documentation
4. Barriers/Basic Needs Addressed: In an interview with the customer, staff has inquired and verified through customer self-attestation that the customer does not have any barriers to successful employment that have not been addressed.
5. Soft Skills Demonstrated: In an interview with the customer, staff utilizes questions aligned with core workshop content to assess and verify that soft skills are demonstrated.
6. Interview Skills Demonstrated: In an interview with the customer, staff utilizes questions aligned with core workshop content to assess and verify that interview skills are demonstrated.
7. Networking/Social Media Skills: In an interview with the customer, staff utilizes questions aligned with core workshop content to assess and verify that the customer has networking/social media skills appropriate to his or her career goals.
8. Basic Computer Skills: In an interview with the customer, staff utilizes questions aligned with core workshop content to assess and verify that the customer has basic computer skills appropriate to his or her career goals.

SKILLS VALIDATION CRITERIA FOR EMPLOYER-DRIVEN REFERRAL

Customers referred to employers as part of WSO recruitment activities will go through a process of skills validation. Customers who have been determined Work Ready will be further assessed to ensure they are appropriate for the specific job referral and have been validated against all employer expectations for the position.

Local areas may format materials and checklists to fit local needs, and may add criteria to those listed. However, at a minimum, all centers must validate the core criteria listed below utilizing the verification method indicated.

- Work Readiness Checklist: Staff verification that the customer has been determined work-ready and that a work-readiness checklist has been documented for the customer.
- Work History Checked and Verified: Work history as it relates to requirements of the position will be verified through customer interview, conversations, wage records, iMatchSkills, etc.
- Basic skills Demonstrated: Staff verifies, through customer self-attestation, that he or she holds a high school diploma, GED, or NCRC.
- Interview for Fit: An additional in-person interview is conducted to ensure fit for the position, if required or desired beyond the work-readiness checklist interview.
- Hard Skills: Staff will validate hard skills as requested by the employer for a position (licenses, certs, or other qualifications), and in a manner satisfactory to the employer (on résumé, hard copy certificate, transcript, hard skills test such as Prove It!, etc.)
- Targeted Résumé and Application Materials for the Position: Staff verification through review of hard-copy résumé and application materials customized to the position.

APPENDIX B: CORE TALENT DEVELOPMENT WORKSHOP CRITERIA

OVERVIEW

The WorkSource Oregon (WSO) Operational Standards require Talent Development services that can increase capacity for someone to learn and/or demonstrate work-related skills. While Talent Development may include online training and assessment resources, or staff-led workshops and instruction; there is a requirement that all centers will offer staff-assisted Talent Development Workshops to teach essential skills for work readiness including (at a minimum): Résumé Development, Basic Computer Skills, Interviewing Skills, Networking/Social Media, and Soft Skills.

Talent Development Workshops and activities will be required of participants assessed as lacking work readiness skills prior to receiving a staff referral for employment. Local areas will have processes in place to manage this expectation.

This document outlines the core (minimum) content areas for each of the required Talent Development Workshops. These content areas are high-level criteria to ensure that all centers in each local area address these core concepts as part of the required workshop(s), within a standardized framework and with standard definitions—where definitions are provided. Local areas may group content into different workshop headings, may choose not to use the term “workshop” to deliver the core content, and may develop and deliver additional content; however, the content elements listed below are required to be provided to customers—as defined—and in alignment with the local area investment strategy. For each of the workshop topics, students will learn

RÉSUMÉ DEVELOPMENT

1. Purpose of a Résumé: Customers will be provided instruction regarding the purpose of a résumé, defined here as: To sufficiently summarize skills, abilities and accomplishments that meet the qualifications of the position being recruited, in order for the applicant to secure an interview with the employer.
2. Types and Templates of Résumés: Customers will be provided instruction on various types of résumés including, at a minimum, functional/skills-based, chronological, and combination/hybrid résumés. Workshop content will include instruction on how and when to use each type of résumé.
3. Résumé Components: Customers will be provided instruction regarding the core components of a résumé, including both quantitative and qualitative information.
4. Tailoring a Résumé: Customers will learn how to tailor a general résumé to a job using industry-specific language, based on instruction of why and when each type/template of résumé is appropriate.
5. Formatting a Résumé: Customers will be exposed to tools for formatting the content and style of a résumé to ensure visual appeal.
6. Error-Free General Résumé: Upon completion of the workshop, customers will have an error-free general résumé that can be customized to specific jobs and recruitment activities.

BASIC COMPUTER SKILLS

1. Log In and Out: Customers receive instruction on how to turn on and log into a computer; and sign off of and shut down a computer. Instruction includes the importance, use, and management of passwords.
2. Keyboard and Mouse Use: Customers will be provided with general concepts for keyboard and mouse operation required to navigate commonly-used applications for job search and development of job application materials.
3. Document Management: Customers will learn how to create a document in Microsoft Word (at a minimum). Customers will learn how to save a document, as well as how to access a saved document. Instruction will include saving and accessing files using various devices (hard drives, jump drives, discs, etc.).
4. Email: Customers will learn how to write and send an email, with and without attachments, and will be provided information regarding email etiquette both in terms of what is written in the body of an email and the appropriateness of email addresses. For customers without an email address, guidance will be provided on how to obtain an email address as well as how to access an email domain through a public computer.
5. Browser Navigation/Internet Search: Customers will be provided with information on what a browser is, how to access it, and how to navigate and utilize an internet search page(s).

INTERVIEWING SKILLS

1. Interview Preparation/Research: Customers will be taught the importance of, and tools for, researching employers and preparing for a job interview.
2. Answering Interview Questions: Customers will be taught the difference between situational and behavioral questions, as well as how to answer them. They may be instructed using a variety of techniques, including the Situation-Task-Action-Result (STAR) approach. Customers will be instructed about which interview questions are illegal and how to respond to them, if asked.
3. Interview Etiquette: Customers will learn about the importance of appearance, hygiene, body language, timeliness, attitude, respect, appropriate follow-up, technology device etiquette, and professionalism as they relate to interview etiquette—what is and is not acceptable.
4. Practice: All customers will be given an opportunity to practice interviewing skills.

NETWORKING/SOCIAL MEDIA

1. Networking Basics: Customers will learn to identify and access appropriate networking opportunities for themselves; including various approaches and tools for in-person, businesses, civic, and online networking forums.
2. Elevator Speech: Customers will learn about creating and articulating a personal brand.
3. Managing Online Profiles: Customers will learn about appropriate content of online profiles and social media, as well as appropriate usage of online forums.
4. Technology in Networking: Customers will be exposed to concepts of technology-based networking platforms, and how to use them; as well as useful resources and methods utilizing mobile devices.

SOFT SKILLS

1. Definition of Soft Skills and their Importance: Customers will learn about soft skills, defined here as: Personal qualities and attributes desired by employers, and that are also used outside the workplace. They do not depend on task-specific knowledge, as hard skills do, and are transferable to all workplace cultures.
2. Proactive Communication: Customers will be instructed on effective verbal and non-verbal communication tools to use with all “customers,” including co-workers, teammates, and supervisors. They will learn the importance, and elements of, collaboration including active listening, asking clarifying question, and responding /contributing when appropriate.
3. Initiative and Reliability: Customers will be taught the importance of not only being proactive, but following-through. They will learn that initiative is the ability to self-start, take ownership of assignments, and use problem solving skills to identify and address problems; and that reliability means exhibiting the dependability to meet responsibilities, and be punctual, as well as have consistency in quality of work. The definitions of these terms and why they are important will be taught.
4. Self-Management: Customers will learn how to identify the personal strengths and limitations of themselves and others. They will be taught the importance of meeting short and long-term goals, and managing personal emotions in the workplace. Instruction will include the concepts and importance of being adaptable to diverse settings, and the meaning and importance of integrity.

APPENDIX C: DEFINITIONS

Alignment of Services: Staff resources are allocated to support WSO operations and service delivery based on statewide standards, local delivery models and the overall resource pool available; regardless of funding source or employer of record. Through integration WSO staff works together as cross-agency teams, to provide seamlessly coordinated program services that meet the needs of customers and work together to achieve common outcomes.

Basic Skills Deficient: The individual is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society.

Career Pathway: A combination of rigorous and high-quality education, training, and other services that—aligns with the skill needs of industries in the economy; prepares an individual to be successful in any of a full range of secondary or postsecondary education options (including apprenticeships); includes counseling to support individuals in achieving their goals; includes, as appropriate, education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement to the extent practicable; and enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential; and helps an individual enter or advance within a specific occupation or occupational cluster.

Career Planning: Defined in WIOA as the provision of a client-centered approach in the delivery of services, designed a) to prepare and coordinate comprehensive and individual employment plans, such as service strategies, for participants to ensure access to necessary workforce investment activities and supportive services, using, where feasible, computer-based technologies; and b) to provide job, education, and career counseling, as appropriate during program participation and after job placement.

Certified Work Ready Communities: By achieving targeted numbers of individuals earning a National Career Readiness Certificate and the number of businesses supporting it, Work Ready Community status can be obtained. Targets are established locally and may vary from one local area to another. It is an initiative that empowers states, regions and counties to drive economic growth, measure and close the skills gap, and build common frameworks that link, align and match their workforce development efforts.

Co-location: WIOA mandates that consistent with section 3(d) of the Wagner-Peyser Act (29 U.S.C. 49b(d)), and in order to improve service delivery, avoid duplication of services, and enhance coordination of services, including location of staff to ensure access to services in underserved areas; the Wagner-Peyser employment service offices shall be co-located with title I one-stop centers.

Collaborative-Service System/Delivery: A customer-centric approach that mobilizes team resources across its ecosystem of partners to ensure success in meeting a customer's needs.

Continuity of Service: This occurs when customers can effectively access WSO services, being provided the next value-added service necessary for their progression, without regard for which staff person provides the service, and with absence of great changes or interruptions.

Equal Opportunity (EO) Requirements: All WSO services are subject to Equal Opportunity (EO) rules and regulations. Services must be available to participants without regard to their status in a protected class—gender, race/ethnicity, nationality, or religious belief.

Incumbent Worker Training: Training provided to eligible employers (determined by the LWDB) to assist workers in obtaining skills necessary to retain employment or avert layoffs.

Individual Employment Plan (IEP): A written IEP must be developed for each participant accessing Training Services and must include: clear employment goals, demonstration that selected training is directly linked to employment opportunities in the local area or in an area to which a participant is willing to relocate, timelines attached to the set goals, and a budget that has accurate and clear costs and funding sources for the planned training activities and related costs that support successful completion of training.

Individual Training Account (ITA): An ITA is intended to provide opportunities for adults and dislocated workers to gain and sustain skills necessary to keep them employed and competitive in the job market by establishing an account to finance training services for eligible participants. An ITA is the primary method to be used for procuring training services under WIOA.

Individual with Barrier to Employment: A member of one or more of the following populations: displaced homemakers; low-income individuals, Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166 of WIOA; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))); youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers, as defined in section 167(i); individuals within two years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.); single parents (including single pregnant women); long-term unemployed individuals; and such other groups as the Governor involved determines to have barriers to employment. In Oregon, individuals with barriers to employment includes those defined in WIOA, above, as well as veterans, unemployed workers, and youth.

Integrated Education and Training (IET): A component of service delivery by title II providers. It is adult education and literacy, workforce preparation, and workforce training “each of sufficient intensity and quality, and based on the most rigorous research available, especially with respect to improving reading, writing, mathematics, and English proficiency of eligible individuals” that “occur simultaneously,” “use occupationally relevant instructional materials,” and are “organized to function cooperatively” with “a

single set of learning outcomes” (34 CFR §463.37). IET represents a wide spectrum of services to build foundational, employability, and occupational skills.

JOBS Plus Program: A subsidized work program administered by the State of Oregon, Department of Human Services. Individuals receiving Temporary Assistance for Needy Families (TANF) can be placed with private or public employers and receive a subsidy for wages paid. Employers are reimbursed by DHS up to the Oregon minimum wage plus employer wage taxes and workers' compensation costs.

Labor Exchange Services: Job search and placement assistance, and in appropriate cases, career counseling, including—provision of information on in-demand industry sectors and occupations; and provision of information on non-traditional employment.

Labor Market Information (LMI): Data available on a particular labor market, including geographic and industry employment and unemployment estimates, occupational employment projections, wage information, and industrial average hours and earnings data.

National Career Readiness Certificate (NCRC): It is an assessment of work-related skills developed by ACT. An individual wanting to earn an NCRC takes a proctored assessment of essential skills (Reading for Information, Applied Mathematics and Locating Information). As a result of the assessment, a level Bronze, Silver, Gold or Platinum certificate is earned.

Non-traditional Employment: The term Non-traditional Careers refers to jobs that have been traditionally filled by one gender. The US Department of Labor defines Non-traditional Occupations as occupations for which individuals from one gender comprise less than 25% of the individuals employed in each such occupation.

On-The-Job Training (OJT): A hire-first program offered through WSO that results in training of a paid participant by an employer while engaged in productive work. The trainee is employed by the company that provides the training. OJT is not subsidized employment. Payments are made to employers to compensate them for the extraordinary costs associated with training participants and lower productivity of the participants during the training period.

One-Stop Center: Locations, referred to as American Jobs Centers in the law, designed to provide a full range of assistance to job seekers business under one roof. They have an array of mandated services and federally-required delivery partners. The one-stop system in Oregon is branded as WorkSource Oregon.

Oregon Workforce Partnership (OWP): A non-partisan, private/public, statewide association committed to building a more highly skilled workforce to support and expand Oregon’s economy. OWP members are Oregon’s Local Workforce Boards who invest their resources to better align economic, education and training systems based on the needs of our businesses and communities.

Preferred Worker Program (PWP): This program is administered by the Department of Consumer and Business Services. It encourages the re-employment of qualified Oregon workers who have permanent

disabilities from on-the-job injuries and who are not able to return to their regular employment because of those injuries. The employer receives 50 percent wage subsidy reimbursement for the preferred worker for six months.

Progressive Assessment: Each engagement with a customer results in the gathering of information. This information is utilized by staff to progressively assess customers' service needs and priorities on an ongoing basis, and to guide them toward next steps. Progressive assessment is an important part of the continuity of service in the WSO customer-centered system.

Registered Apprenticeship (RA): RA is a unique, flexible training system that combines job-related technical instruction with structured on-the-job learning experiences. Registered Apprenticeship is highly active in traditional industries such as construction and manufacturing, but it is also instrumental in the training and development of emerging industries such as healthcare, energy, and homeland security. Related instruction, technical training or other certified training is provided by apprenticeship training centers, technical schools, community colleges, and/or institutions employing distance and computer-based learning approaches.

Sector Strategies: Industry sector is a term used widely in workforce development. These strategies are partnerships of employers within one industry that bring government, education, training, economic development, labor, and community organizations together to focus on the workforce needs of an industry within a regional labor market.

Skill Development: Structured, written instruction provided to address technical skills gaps, develop new technical skills and advance toward attainment of industry-recognized and post-secondary credentials. Skills development training may be online or in-person, and is provided by approved providers.

Skills Validation: Customers referred to employers as part of WSO recruitment activities will go through a process of skills validation. Customers who have been determined Work Ready will be further assessed to ensure they are appropriate for the specific job referral and have been validated against all employer expectations for the position, including required work history, hard skills, certifications and licenses, and basic skills.

Talent Development: Talent Development increases capacity for someone to learn and/or demonstrate work-related skills. It may include online training and assessment resources, or staff-led workshops and instruction.

Value-Added Service: A component of a production philosophy called *lean* that considers the expenditure of resources in any aspect other than the direct creation of value for the end customer to be wasteful, and thus a target for elimination. Value-added service is the contribution of any action or process that a customer would be willing to pay for.

Work Opportunity Tax Credit (WOTC): A Federal tax credit available to employers who hire individuals from eligible target groups with significant barriers to employment.

Work Readiness: The level of preparedness of an individual to pursue employment. Customers will be designated as Work Ready once assessed by staff that they have: a general resume, demonstrated soft skills, demonstrated interview skills, addressed barriers to employment, acquired necessary application information and materials, networking/social media and basic computer skills appropriate for their career goals. Once customers are determined Work Ready, they may be included in the available talent pool for the center to be considered for job referrals.

Workforce Preparation Activities: Activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training or employment.

WorkSource Oregon (WSO): A statewide network of public and private partners working together to ensure businesses have a ready supply of trained workers whose skills and talents are aligned with the expectations and needs of business and industry; connect businesses with the resources they need to grow their workforce and their business; and provide the resources to help Oregon's employed, unemployed and underemployed get connected with the employers that are right for them, find the jobs they're looking for and get trained for jobs they want.

ATTACHMENT A-TOOLS AND RESOURCES

EXPLORATORY SERVICES

- Community resource lists
- Next Steps document
- Online Job Seeker Resources
- (<http://www.worksourceoregon.org/job-seekers/additional-resources>)
- Qualityinfo.org

CAREER SERVICES

Career planning

- Community College websites
- Career Pathways
- Community resource list/referral
- Industry Trade Journals
- Prosperity Planner
- Self-Sufficiency Calculator
- <http://www.myworksourceportfolio.org>

Assessment

- Oregon CIS
- WIN Way Software
- Interest assessment
- Labor market assessment
- Skill assessment
- Financial review
- Training Plan

IEP

- Budget Worksheet
- Assessment Data (see Assessment above)

Job search

- CAREERS Publication
- Industry Trade Journals
- Informational Interviews
- Online Job Boards

- Online Job Seeker Resources
- (<http://www.worksourceoregon.org/job-seekers/additional-resources>)

Skill validation

- Accuvision
- Prove It
- Job Fit
- Talent Link
- STARR
- Oregon CIS
- WIN Way Software

Career Placement

- Assessment/Skill Validation Information
- Job Development Tools

TRAINING SERVICES

- WIN courseware
- Workshops
- Classroom and Individual Instruction
- ABS/ABE
- ESL
- Short term pre-vocational training
- Financial Resources
- Federal Financial Aid (FAFSA) (Pell Grants, Loans, Oregon Need Grants, Scholarships, Military/Veterans)
- TANF (Program info and referral based on federal/program requirements)
- TRA (Program info and referral based on federal/program requirements)
- Apprenticeship (Information and referral, Program requirements)
- Other Scholarships (Links to college-specific aid, Information and referral)
- Group/Cohort Training--(Short-term courses (40 hours or less in length) that provide career exploration and skill development in a specific occupation. May follow local high growth/high demand industry need(s).)
- Accuvision
- Train Oregon
- <http://myworksourceportfolio.org>

BUSINESS SERVICES

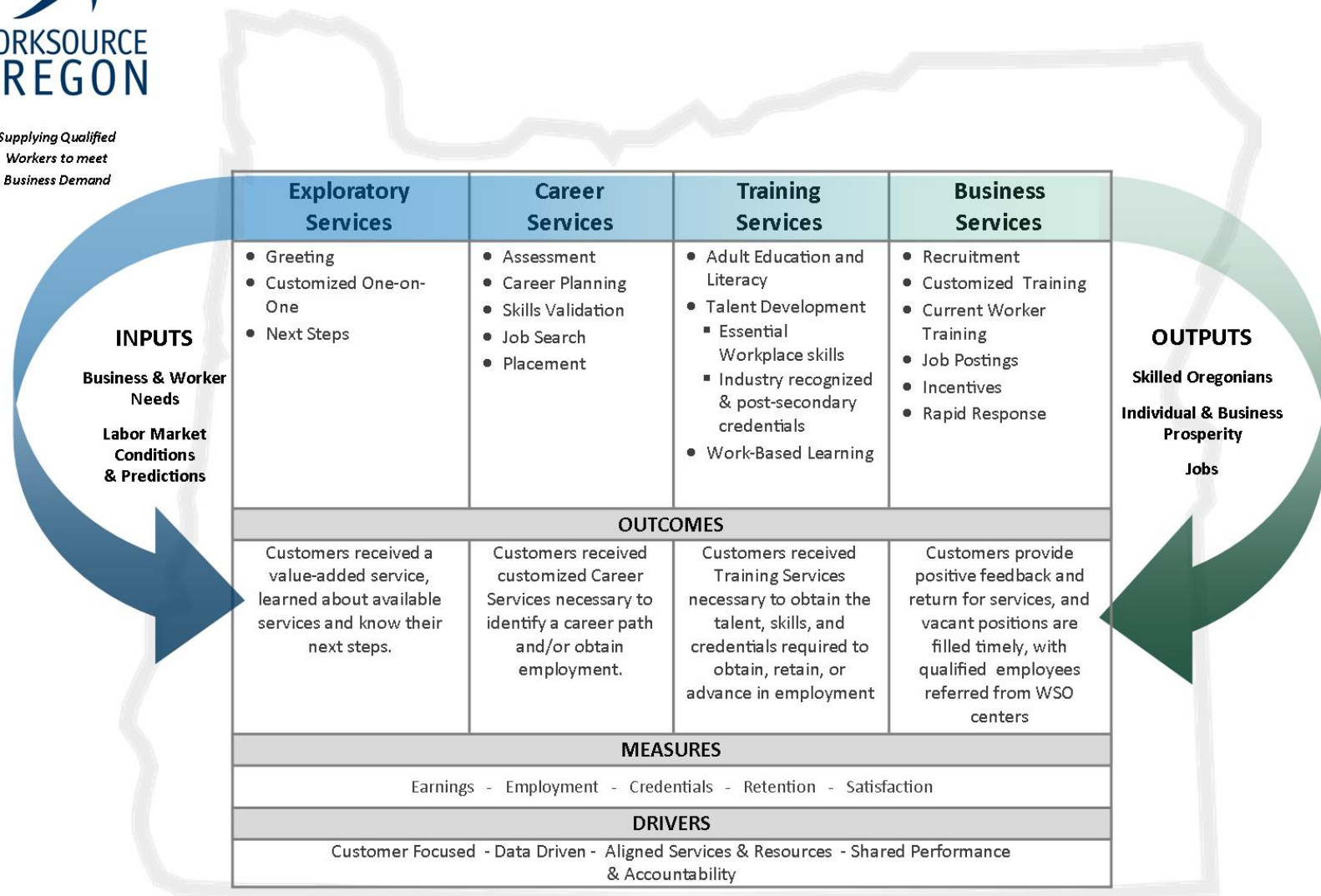
- Customized business/employer packets
- Job Fairs
- Job Placement Internships
- Layoff Aversion
- Mini Recruitment Events
- Offer/Arrange interview space (Varies by local area)
- Oregon Employer Council Trainings (for businesses)
- QualityInfo.org
- Recruitment events
- Regional Economists
- Screen the WSO talent pool

Electronic Tools Guide: TEN 25-14 - *CareerOneStop Updates* has been added to the ETA Advisory database and is now available at http://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8445.



Supplying Qualified
Workers to meet
Business Demand

Oregon's Public Workforce System





Attachment 4 Access Summary

Access is mandatory at comprehensive centers for required partners. Parties may provide access via three levels:

- 1) program staff physically present at the location;
- 2) partner program staff physically present at the one-stop, appropriately trained to provide information to customers about programs, services and activities; and/or
- 3) a direct linkage through technology to program staff that can provide meaningful information or services.

	Salem*	Albany*	McMinnville	Woodburn	Dallas	Lebanon
WWP Title I	1	1	1	1	1	1
HECC Title II	3	3	3	3	3	3
OED Title III	1	1	1	1	1	1
DHSVR Title IV	1	1				
Easter Seals	1	2				
DHS-SSP	2	2	2	2	2	2
Job Corps	1	1				
OHDC-NJFP	2	2	2	1	2	2
Siletz	1	1				
CCC Perkins	1					
LBCC Perkins		1				

*Comprehensive Centers

INFRASTRUCTURE AND ADDITIONAL SHARED COST FUNDING AGREEMENT

This Infrastructure and Additional Shared Cost Funding Agreement (“**Agreement**”), effective on July 1, 2018 (the “**Effective Date**”), is entered into by and among Willamette Workforce Partnership, an Oregon non-profit corporation, acting as the Local Workforce Development Board (the “**Local WDB**”) for Linn, Marion, Polk and Yamhill Counties (the “**Local Area**”), Stan Primozych, the chief elected official for the Local Area (“**CEO**”), and each other party whose name and signature appears on the signature pages hereof (each, a “**Party**” and, collectively, the “**Parties**”).

RECITALS

A. The federal Workforce Innovation and Opportunity Act (the “**WIOA**”) contemplates that the Local Workforce Development Board, the chief elected official, each entity (each a “**Required One-Stop Partner**” and, collectively, the “**Required One-Stop Partners**”) that carries out a program described in Section 121(b)(1)(B) of the WIOA, and other entities, carrying out a workforce development program, that are approved by the Local Workforce Development Board and the chief elected official (the “**Other One-Stop Partners**”) (the Required One-Stop Partners and the Other One-Stop Partners, each a “**One-stop Partner**” and, collectively, the “**One-Stop Partners**”) in a local area will enter into a Memorandum of Understanding as described in Section 121(c) of the WIOA and 20 CFR 678.500 to provide for the allocation among themselves and payment of the infrastructure costs of the “One-Stop Centers” contemplated by the WIOA and through which the One-Stop Partners deliver their workforce development programs (the “**Programs**”).

B. Under 20 CFR 678.420(b)(2), the allocation of One-Stop Center infrastructure costs among the One-Stop Partners must be based on (1) each One-Stop Partners’ proportionate use and relative benefit received, (2) federal cost principles, and (3) any local administrative cost requirements in the Federal law authorizing the One-Stop Partner's program.

C. If the Local Workforce Development Board, the chief elected official, and the One-Stop Partners in a local area fail to enter into an agreement for the allocation and payment, among the One-stop Partners, of the infrastructure costs of the One-Stop Center in their local area, the Governor will allocate the infrastructure costs among the One-Stop Partners in accordance with the process set forth in 20 CFR 678.731.

D. The WIOA also contemplates that the Local Workforce Development Board, the chief elected official, and the One-Stop Partners will enter in an agreement to provide for the allocation and payment, among the One-stop Partners, of additional shared costs relating to the operation of the One-Stop Centers. These costs must include the costs of applicable career services and may include any other shared services that are authorized for and commonly provided through the One-Stop Partner Programs.

E. Under 20 CFR 678.760, the allocation of One-Stop Center operating costs among the One-Stop Partners must be based on the proportion of benefit received by each of the One-Stop Partners, consistent with applicable federal law.

F. The CEO, the Local WDB, and the One-Stop Partners party hereto (the “**Local One-Stop Partners**”), after completing their negotiations and discussions on the allocation of infrastructure costs and operating costs for the One-Stop Center in the Local Area, desire to enter into this agreement to implement their allocation arrangement and provide for payment of the One-Stop infrastructure costs and operating costs in accordance with the requirements of the WIOA and its implementing regulations.

NOW THEREFORE, the Parties hereby agree as follows:

AGREEMENT

ARTICLE 1

BUDGET, ALLOCATION AND PAYMENT OF INFRASTRUCTURE COSTS

Section 1.1 **Infrastructure Cost Budget.** The Infrastructure Cost Budget for the One-Stop Center in the Local Area for Program Year 2018 (July 1, 2018, to June 30, 2019) (an “**Infrastructure Cost Budget**”) is set forth on Exhibit A. The Parties may amend this Agreement to add Infrastructure Cost Budgets for future program years through preparation of a written Infrastructure Cost Budget for the year and execution thereof by each of the Parties. Upon such execution, the Infrastructure Cost Budget shall be deemed added to Exhibit A and shall serve as the Infrastructure Cost Budget for the specified year for purposes of this Agreement. Subject to earlier termination as provided herein, this Agreement shall continue to govern the Parties rights and obligations related to infrastructure costs of the One-Stop Center in the Local Area so long as Exhibit A includes an Infrastructure Cost Budget for the then-current program year. This Agreement shall automatically terminate at the beginning of the first program year lacking an Infrastructure Cost Budget in Exhibit A.

Section 1.2 **Infrastructure Cost Allocation.** The costs in an Infrastructure Cost Budget are allocated among the Local One-Stop Partners as set forth in Exhibit B (the “Infrastructure Cost Allocation”). At the request of the Local WDB from time to time, but not less frequently than once per year, the Parties shall review infrastructure costs incurred for operation of the One-Stop Center in the Local Area and the allocation of those costs under the Infrastructure Cost Allocation to confirm that the infrastructure costs actually allocated to each Local One-Stop Partner are proportionate to that Local One-Stop Partner’s use of the One-Stop Center and the relative benefit received by each Local One-Stop Partner and the Local One-Stop Partner’s programs and activities. As a result of such review, the Parties shall make any necessary adjustments to the Infrastructure Cost Allocation through amendment of this Agreement. If the Parties fail to reach agreement on the need for adjustments to the Infrastructure Cost Allocation, the Local WDB shall convene a meeting among representatives of Parties to resolve the disagreement.

Section 1.3 Infrastructure Cost Payment.

1.3.1 **Infrastructure Cost Contributions.** No later than 30 days after the end of each calendar quarter, each Local One-Stop Partner shall notify the Local WDB in writing of any cash or in-

kind contributions to cover costs included in the applicable Infrastructure Cost Budget that the Local One-Stop Partner made during the prior calendar quarter, any information needed from that Local One-Stop Partner to apply the Infrastructure Cost Allocation for the quarter, and supporting documentation for such in-kind contributions and cost allocation information as the Local WDB may reasonably request. Any in-kind contributions will be valued consistent with 2 CFR 200.306; provided, however, to the extent allowed, if any, by 2 CFR 200.306, the Local One-Stop Partners will negotiate and agree upon the identification, inclusion, and value of in-kind contributions. If the Local One-Stop Partners cannot agree on whether a proposed in-kind contribution should be included, or its value, the in-kind contribution will not be applied to the calculation to determine the amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the infrastructure costs for the quarter. A Local One-Stop Partner's failure to notify the Local WDB of such in-kind contributions and cost allocation information within 45 days of the end of the calendar quarter shall, at the discretion of the Local WDB, constitute that Local One-Stop Partner's waiver of any right to payment for any amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the infrastructure costs for the quarter.

1.3.2 Payment of Infrastructure Costs. No later than 45 days after the end of each calendar quarter and based on the information received from the Local One-Stop Partners under Section 1.3.1, the applicable Infrastructure Cost Budget, and the Infrastructure Cost Allocation, the Local WDB shall notify each Local One-Stop Partner of the total infrastructure costs incurred during the quarter, by Infrastructure Cost Budget line item, and of the portion of those costs allocated to that Local One-Stop Partner. Such notification shall identify and reflect any cash or in-kind contributions to the infrastructure costs of the One-Stop Center received from other than a Local One-Stop Partner during the quarter (which reduce the overall costs otherwise allocated to the Local One-Stop Partners), with any in-kind contributions valued consistent with 2 CFR 200.306 and Section 1.3.1. If the portion of the infrastructure costs allocated to a Local One-Stop Partner for the quarter exceeds the Local One-Stop Partner's contributions to infrastructure costs during the quarter, that Local One-Stop Partner shall, subject to Article 3, pay the difference to the Local WDB no later than 45 days after receipt of notification from the Local WDB of the infrastructure costs for the quarter. If the portion of the infrastructure costs allocated to a Local One-Stop Partner for the quarter is less than the Local One-Stop Partner's contributions to infrastructure costs during the quarter, the Local WDB shall, subject to Article 3, pay the difference to that Local One-Stop Partner promptly after the Local WDB's receipt of sufficient funds from the other Local One-Stop Partners to make that payment.

1.3.3 Cost Overruns. If the Local WDB anticipates that future infrastructure costs for a program year will exceed the Infrastructure Cost Budget for that year (either overall or on a line-item basis), the Local WDB shall notify each Party and recommend that the Parties negotiate an adjusted Infrastructure Cost Budget for the year. If the Parties reach agreement on an adjusted Infrastructure Cost Budget for the year, the Parties may amend this Agreement to replace the existing Infrastructure Cost Budget for the year with the adjusted Infrastructure Cost Budget for the year through execution by each of the Parties of a written adjusted Infrastructure Cost Budget for the year. Upon such execution, the adjusted Infrastructure Cost Budget for that year shall be deemed to replace the existing Infrastructure Cost Budget for that year. Regardless of whether the Parties agree on an adjusted Infrastructure Cost Budget for a year, any cost (of a type included in the Infrastructure Cost Budget) overrun incurred while this Agreement is in effect shall be allocated to each Local One-Stop Partner in the same proportion as such cost would be allocated under this Agreement if it were not a cost overrun. If the Parties agree on an adjusted Infrastructure Cost Budget after the expiration of the year for which

that budget is applicable, the Parties may amend this Agreement to replace the existing Infrastructure Cost Budget for that prior year and shall otherwise adjust their cost allocations and later in time payments so as to reconcile or “true up” amounts actually received or paid with the adjusted budget. The Parties intend to limit the total amount of any infrastructure cost adjustments for a year to no more than a ten percent (10%) increase to the Infrastructure Cost Budget allocation of each Local One-Stop Partner.

ARTICLE 2

BUDGET, ALLOCATION AND PAYMENT OF ADDITIONAL SHARED COSTS

Section 2.1 Additional Shared Cost Budget. The Additional Shared Cost Budget for the One-Stop Center in the Local Area for Program Year 2017 (July 1, 2017, to June 30, 2018) (an “**Additional Shared Cost Budget**”) is set forth on Exhibit C. The Parties may amend this Agreement to add Additional Shared Cost Budgets for future program years through preparation of a written Additional Shared Cost Budget for the year and execution thereof by each of the Parties. Upon such execution, the Additional Shared Cost Budget shall be deemed added to Exhibit C and shall serve as the Additional Shared Cost Budget for the specified year for purposes of this Agreement. Subject to earlier termination as provided herein, this Agreement shall continue to govern the Parties rights and obligations related to additional shared costs of the One-Stop Center in the Local Area so long as Exhibit C includes an Additional Shared Cost Budget for the then-current program year. This Agreement shall automatically terminate at the beginning of the first program year lacking an Additional Shared Cost Budget in Exhibit C.

Section 2.2 Additional Shared Cost Allocation. The costs in an Additional Shared Cost Budget are allocated among the Local One-Stop Partners as set forth in Exhibit D (the “**Additional Shared Cost Allocation**”). At the request of the Local WDB from time to time, but not less frequently than once per year, the Parties shall review additional shared costs incurred for operation of the One-Stop Center in the Local Area and the allocation of those costs under the Additional Shared Cost Allocation to confirm that the additional shared costs actually allocated to each One-Stop Partner are proportionate to the benefit received by that One-Stop Partner’s use of the One-Stop Center. As a result of such review, the Parties shall make any necessary adjustments to the Additional Shared Cost Allocation through amendment of this Agreement. If the Parties fail to reach agreement on the need for adjustments to the Additional Shared Cost Allocation, the Local WDB shall convene a meeting among representatives of Parties to resolve the disagreement.

Section 2.3 Additional Shared Cost Payment.

2.3.1 Additional Shared Cost Contributions. No later than 30 days after the end of each calendar quarter, each One-Stop Partner shall notify the Local WDB in writing of any cash or in-kind contributions to cover costs included in the applicable Additional Shared Cost Budget that the One-Stop Partner made during the prior calendar quarter, any information needed from that One-Stop Partner to apply the Additional Shared Cost Allocation for the quarter, and supporting documentation for such contributions and information as the Local WDB may reasonably request. Any in-kind contributions will be valued consistent with 2 CFR 200.306; provided, however, to the extent allowed, if any, by 2 CFR 200.306, the Local One-Stop Partners will negotiate and agree upon the identification, inclusion, and value of in-kind contributions. If the Local One-Stop Partners cannot agree on whether a proposed in-kind contribution should be included, or its value, the in-kind

contribution will not be applied to the calculation to determine the amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the infrastructure costs for the quarter. A One-Stop Partner's failure to notify the Local WDB of such contributions and information within 30 days of the end of the calendar quarter shall, at the discretion of the Local WDB, constitute that Local One-Stop Partner's waiver of any right to payment for any amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the additional shared costs for the quarter.

2.3.2 Payment of Additional Shared Costs. No later than 45 days after the end of each calendar quarter and based on the information received from the Local One-Stop Partners under Section 2.3.1, the applicable Additional Shared Cost Budget, and the Additional Shared Cost Allocation, the Local WDB shall notify each Local One-Stop Partner of the total additional shared costs incurred during the quarter, by Additional Shared Cost Budget line item, and of the portion of those costs allocated to that Local One-Stop Partner. Such notification shall identify and reflect any cash or in-kind contributions to the additional shared costs of the One-Stop Center received from other than a Local One-Stop Partner during the quarter (which reduce the overall costs otherwise allocated to the Local One-Stop Partners), with any in-kind contributions valued consistent with 2 CFR 200.306 and Section 2.3.1. If the portion of the additional shared costs allocated to a Local One-Stop Partner for the quarter exceeds the Local One-Stop Partner's contributions to additional shared costs during the quarter, that Local One-Stop Partner shall, subject to Article 3, pay the difference to the Local WDB no later than 30 days after receipt of notification from the Local WDB of the additional shared costs for the quarter. If the portion of the additional shared costs allocated to a Local One-Stop Partner for the quarter is less than the Local One-Stop Partner's contributions to additional shared costs during the quarter, the Local WDB shall, subject to Article 3, pay the difference to that Local One-Stop Partner promptly after the Local WDB's receipt of sufficient funds from the other Local One-Stop Partners to make that payment.

2.3.3 Cost Overruns. If the Local WDB anticipates that future additional shared costs for a program year will exceed the Additional Shared Cost Budget for that year (either overall or on a line-item basis), the Local WDB shall notify each Party and recommend that the Parties negotiate an adjusted Additional Shared Cost Budget for the year. If the Parties reach agreement on an adjusted Additional Shared Cost Budget for the year, the Parties may amend this Agreement to replace the existing Additional Shared Cost Budget for the year with the adjusted Additional Shared Cost Budget for the year through execution by each of the Parties of a written adjusted Additional Shared Cost Budget for the year. Upon such execution, the adjusted Additional Shared Cost Budget for that year shall be deemed to replace the existing Additional Shared Cost Budget for that year. Regardless of whether the Parties agree on an adjusted Additional Shared Cost Budget for a year, any cost (of a type included in the Additional Shared Cost Budget) overrun incurred while this Agreement is in effect shall be allocated to each Local One-Stop Partner in the same proportion as such cost would be allocated under this Agreement if it were not a cost overrun. If the Parties agree on an adjusted Additional Shared Cost Budget after the expiration of the year for which that budget is applicable, the Parties may amend this Agreement to replace the existing Additional Shared Cost Budget for that prior year and shall otherwise adjust their cost allocations and later in time payments so as to reconcile or "true up" amounts actually received or paid with the adjusted budget. The Parties intend to limit the total amount of any additional shared cost adjustments for a year to no more than a ten percent (10%) increase to the Additional Shared Cost Budget allocation of each Local One-Stop Partner.

ARTICLE 3

CONDITIONS TO PAYMENT OBLIGATIONS

If a Party is an agency of the State of Oregon, then such Party's payment obligations under this Agreement are conditioned on the Party receiving sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise of its administrative discretion, to make the payment. If a Party is a local government, then such Party's payment obligations under this Agreement are conditioned on the Party receiving from its governing body sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise of its administrative discretion, to make the payment. If a Party is a local workforce development board that is subject to debt limitations imposed, or expenditures or funding authorized, by law, because of its unique relationship with local governments, then such Party's obligations under this Agreement are conditioned on that Party receiving sufficient funding, appropriations or other expenditure authorizations to allow that Party, in the exercise of its reasonable administrative discretion, to make the payment.

ARTICLE 4

TERM AND TERMINATION

Section 4.1 **Term.** This Agreement shall remain in effect until the earlier of (1) its termination under Sections 1.1 or 2.1 or (2) a Party's exercise of its right to terminate this Agreement under this Article 4.

Section 4.2 **Termination.** This Agreement may be terminated as follows:

4.2.1 **Notice.** A Party may terminate this Agreement effective upon 90 days advance written notice to each other Party.

4.2.2 **Non-appropriation.** A Party may terminate this Agreement effective upon written notice to each other Party, if a Party fails to receive sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise of its administrative discretion, to continue making payments under this Agreement, as further described in Article 3.

4.2.3 **Change in Law.** A Party may terminate this Agreement effective upon written notice to each other Party, if federal or state laws, rules, regulations or guidelines are modified or are interpreted by the Federal Grant recipient agencies in such a way that the financing of One-Stop Center infrastructure costs as contemplated by this Agreement is no longer allowable.

4.2.4 **Non-compliance.** A Party may terminate this Agreement effective upon 30 days advance written notice to each other Party, if a Party fails to comply with its obligations under this Agreement, including a failure to make a required payment, and such failure remains uncured at the end of the 30-day period.

ARTICLE 5 EFFECT OF TERMINATION

Section 5.1 **Costs Incurred.** Termination of this Agreement shall not affect a Local One-Stop Partner's responsibility under this Agreement for infrastructure costs and additional shared costs incurred prior to the date of termination. Each Local One-Stop Partner shall continue to be responsible for its allocable portion of such costs in accordance with the terms and conditions of Articles 1 and 2.

Section 5.2 **Default Cost Allocation.** Unless the Parties have entered into a successor agreement for the allocation of infrastructure costs for the One-Stop Center in the Local Area, upon termination of this Agreement, the Local WDB shall so notify the Governor and such infrastructure costs will be allocated by the Governor among the Parties in accordance with the process set forth in 20 CFR 678.730 to 750. There is no default funding allocation for additional shared costs, in the event of termination of this Agreement.

ARTICLE 6 GENERAL

Section 6.1 **Counterparts.** This Agreement may be executed in any number of counterparts, and any single counterpart or set of counterparts signed, in either case, by all the parties hereto shall constitute a full and original instrument, but all of which shall together constitute one and the same instrument.

Section 6.2 **Survival.** Articles 5 and 6 shall survive termination of this Agreement.

Section 6.3 **Notice.** Any notice required or permitted under this Agreement shall be in writing and shall be deemed effective (1) when actually delivered in person, (2) one business day after deposit with a commercial courier service for "next day" delivery, (3) two business days after having been deposited in the United States mail as certified or registered mail, or (4) when transmitted by email, addressed to a Party as set forth on the signature pages hereof.

Section 6.4 **Records and Inspection.** Each Local One-Stop Partner shall keep proper books of account and records on all costs in an Infrastructure Cost Budget that it incurs prior to the date of termination of this Agreement. Each Local One-Stop Partner will maintain these books of account and records in accordance with generally accepted accounting principles and shall retain the books of account and records until the later of: (i) termination of this Agreement, (ii) the date that all disputes, if any, arising under this Agreement have been resolved or (iii) the period required by any applicable records retention or similar laws. Each Party will permit each other Party and/or its duly authorized representatives to inspect, review and make excerpts and transcripts of such books of account and records. Access to these records is not limited to the required retention period. The authorized representatives shall have access to the records at any reasonable time for as long as the records are maintained.

Section 6.5 **Successors and Assigns.** No Party may assign this Agreement or any right hereunder or interest herein, in whole or in part, without the prior written consent of each other Party. This Agreement shall be binding upon and shall inure to the benefit of the Parties and their respective permitted successors and assigns.

Section 6.6 **Governing Law, Jurisdiction, Venue.** This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon, without regard to its conflicts of law principles. Any legal action regarding this Agreement must be brought and conducted in the Circuit Court of the State of Oregon for Marion County (unless Oregon law requires that it be brought and conducted in the Circuit Court in another Oregon county). Each Party hereby consents to the exclusive jurisdiction of such court, waives any objection to venue, and waives any claim that such forum is an inconvenient forum.

Notwithstanding the preceding paragraph, if a claim must be brought in a federal forum, then it must be brought and adjudicated solely and exclusively within the United States District Court for the District of Oregon. This paragraph applies to a claim brought against the State of Oregon only to the extent Congress has appropriately abrogated the State of Oregon's sovereign immunity and is not consent by the State of Oregon to be sued in federal court. This paragraph is also not a waiver by the State of Oregon of any form of defense or immunity, including but not limited to sovereign immunity and immunity based on the Eleventh Amendment to the Constitution of the United States.

Section 6.7 **Modification; Prior Grant Agreements; Headings.** This Agreement may not be modified or amended except by an instrument in writing signed by each Party. This Agreement reflects and sets forth the entire agreement and understanding of the Parties with respect to the subject matter hereof, and supersedes all prior agreements and understandings relating to such subject matter. The headings in this Agreement are for the purpose of reference only and shall not limit or otherwise affect any of the terms hereof.

Section 6.8 **Validity; Severability.** If any provision of this Agreement is held to be invalid, such event shall not affect, in any respect whatsoever, the validity of the remainder of this Agreement, and the remainder shall be construed without the invalid provision so as to carry out the intent of the Parties to the extent possible without the invalid provision.

Section 6.9 **Exhibits.** The exhibits to this Agreement are, by this reference, incorporated into and deemed a part of this Agreement as if they were fully set forth in the text hereof. If the language in an Exhibit conflicts with or is inconsistent with language not appearing in an Exhibit, the latter shall control.

Section 6.10 **Time of Essence.** Time is of the essence of this Agreement.

Section 6.11 **Relationship of the Parties.** Nothing contained in this Agreement or any acts of the Parties hereto shall be deemed or construed to create the relationship of principal and agent, or of partnership, or of joint venture or of any other association other than that of independent contracting parties.

Section 6.12 **No Third Party Beneficiary Rights.** No person not a party to this Agreement is an intended beneficiary of this Agreement, and no person not a party to this Agreement shall have any right to enforce any term of this Agreement.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their duly authorized representatives.

	1-3-19		10-30-18
Kim Parker-Llerenas Willamette Workforce Partnership kparker-lerenas@willwp.org	Date	Stan Primozych Mid-Willamette Jobs Council primozychs@co.vamhill.or.us	Date
	11/21/18		12/19/18
Kay Erickson Oregon Employment Department kay.erickson@oregon.gov	Date	Audrey Brown DHS District 3 Self Sufficiency Audrey.Brown@state.or.us	Date
			12/20/18
Lisa Goonan Higher Ed. Coordinating Comm. Lisa.R.Goonan@state.or.us	Date	Rhonda Meidinger DHS Vocational Rehabilitation rhonda.m.meidinger@state.or.us	Date
			11/2/18
Ginny Shoemaker Job Corps ginny.shoemaker@exodyne.com	Date	Julie Huckestein Chemeketa Community College julie.huckestein@chemeketa.edu	Date
	11/30/18		11/28/18
Brenda Bremner Confederated Tribes of the Siletz Brendab@ctsi.nsn.us	Date	Dave Henderson Linn-Benton Community College henderd@linnbenton.edu	Date
	11/23/19		
David Cheveallier Easter Seals of Oregon dcheveallier@or.easterseals.com	Date	Tammi Martin DHS District 4 Self Sufficiency tammi.martin@dhsosha.state.or.us	Date
	11/30/18		11/16/18
Martin Campos-Davis Oregon Human Development Corp Martin.Campos-Davis@ohdc.org	Date	Dacia Johnson Oregon Commission for the Blind Dacia.johnson@state.or.us	Date

EXHIBIT A INFRASTRUCTURE COST BUDGET

List of Infrastructure Cost Documents:

L (Lease) P (PCSA) O (Other)	Party #1	Party #2	Annual Cost	Currently Executed	In Process	Expected Date	Anticipated New or Mod	Expected Date
L-Albany	Oregon Employment Dept	Willamette Workforce Partnership	1,588.32	X				
L-Dallas	Willamette Workforce Partnership	Oregon Employment Dept	10,440.72	X				
L-Lebanon	Oregon Employment Dept	Willamette Workforce Partnership	1,841.40	X				
L-McMinnville	Oregon Employment Dept	Easter Seals	1,528.92	X				
L-Salem	Oregon Employment Dept	DHS-OVRS	640.32	X				
L-Salem	Oregon Employment Dept	DESI	664.24	X				
L-Salem	Oregon Employment Dept	Willamette Workforce Partnership	4,371.00	X				
L-Salem	Oregon Employment Dept	Easter Seals	3,223.44	X				
P-Albany	Oregon Employment Dept	Willamette Workforce Partnership	1,684.80	X				
P-Lebanon	Oregon Employment Dept	Willamette Workforce Partnership	421.20	X				
P-McMinnville	Oregon Employment Dept	Willamette Workforce Partnership	1,684.80	X				
P-McMinnville	Oregon Employment Dept	Easter Seals	613.20	X				
P-Salem	Oregon Employment Dept	DESI	1,874.40	X				
P-Salem	Oregon Employment Dept	DHS-OVRS	679.20	X				
P-Salem	Oregon Employment Dept	Easter Seals	1,458.00	X				
P-Salem	Oregon Employment Dept	Willamette Workforce Partnership	5,475.60	X				

EXHIBIT B
INFRASTRUCTURE COST ALLOCATION

Infrastructure cost allocation is provided through the documents identified in Exhibit A.

EXHIBIT C
ADDITIONAL SHARED COST BUDGET

The contents and structure of Exhibit C & D will be determined in accordance with the agreed upon action plan described in Exhibit E.

EXHIBIT D
ADDITIONAL SHARED COST ALLOCATION

The contents and structure of Exhibit C & D will be determined in accordance with the agreed upon action plan described in Exhibit E.

EXHIBIT E

THE MOU/IFA VERSION 2.0 ACTION PLAN

On or about July 1, 2018, a MOU/IFA will be in place covering co-located workforce partners. The financial arrangements will be reflected in one of three ways: 1) leases, 2) partner sharing agreements, or 3) other arrangements. These arrangements will be captured in an ever evolving exhibit. Leases, costs and allocations change and partnerships will expand and there will be a higher level of co-location over time.

On or about July 1, 2018, work will begin on an IFA covering non co-located workforce partners (NCWP's). The goal is to reach agreement by December 15, 2018.

There are nine workforce areas and a multitude of NCWP's. Some NCWP's are State agencies and some are local organizations. Some are public entities, some are nonprofits, and a few are private corporations (e.g. for-profit companies operate many Jobs Corps centers). Some operate on a July 1st budget cycle and others may be on a school year or a calendar year. Recognizing the complexity, the "MOU/IFA Version 2.0" process should be as simple as possible.

There are five sequential tasks:

- Step 1: Agreement on the core WSO philosophy – every partner customer is a workforce system customer. We will serve every customer utilizing all our combined resources as effectively as possible. Validating the mechanics of how this will work is the first task. WIOA requires that NCWP's offer their core services in at least one comprehensive center per workforce area. Those services may either be provided using technology or through cross training. Mere cross referral – "You need to go across town to the XYZ building" – isn't enough.
- Step 2: Estimating the infrastructure and other (mostly personnel) costs for the process agreed to in Step 1 comes next. This may involve sharing some technology, telephone, or "resource coordination" costs.
- Step 3: Once the costs to be potentially shared are identified and grouped, an allocation method can be developed which is simple and fair. Costs are to be shared based upon the estimated benefit to each partner's customers. Service numbers can be used (if available and equitable, a big "if"), the relative number of staff participating in the shared service provision process can be used or some other methodology. Sometimes the costs aggregated in Step 2 are small enough that NCWP's do not have a preference which allocation methodology is used so long as it is simple and predicable.
- Step 4: Agreement on the process for gathering and collecting costs, including periodic reconciliation. Identifying which agency will handle reconciliation. Identifying how adjustments occur and how disputes be resolved? Identifying how often the agreement is reviewed and revised?
- Step 5: Getting the MOU/IFA "terms and conditions" executed. There will be multiple agencies involved making agreement on language a challenge.

Two separate negotiation approaches would begin this July – one involving State agency NCWP's (DHS, Adult Ed, Voc Rehab, etc.) and a second at the local level for local agencies (Job Corps, Tribes, etc.). It is important to decide up front which NCWP's belong in each group.

In the “two groups” approach, the “State Agency” work group would include 1) two representatives from each State agency, one with program authority and another with budget authority; 2) three or four WDB representatives tasked with coming up with an agreement all nine can live with; 3) Karen Humelbaugh or her designee; 4) a neutral facilitator and a neutral note taker/disseminator. It is important that the group not get too big. It is equally important that the process be transparent and allow for input from partners and WDB’s not in attendance. The “MOU/IFA Version 1.0” process for co-located partners seems to have worked out so perhaps a similar workgroup should be constituted.

The second prong of the negotiation strategy – for local agencies - would happen in each of the nine workforce areas and would be led by WDB staff. Some agreements may already have been struck. Advice and technical assistance would be provided upon request. Some local workforce areas may elect to handle the “local agency” negotiation together.

Timing ...

- 1) July ... convene the State Agency work group. Convene Local Agency work groups. Care should be taken (to the extent possible) to ensure that those who attend have the authority to make commitments.
- 2) August ... Complete Step 1, agreement on the WSO philosophy and shared service delivery mechanics. If agreement cannot be reached, agree to disagree and come up with a fair and speedy way to reach resolution.
- 3) September ... Complete Steps 2 and 3, shared costs and the allocation methodology.
- 4) October ... Complete Step 4 and agree on “terms and conditions” in Step 5.
- 5) November ... Execute the agreement. It will take effect July 1, 2019 unless the parties agree to a different date. Some agencies may not have room to budget for costs until their fiscal year begins and this will be addressed when and if it comes up.
- 6) December 15th: Full and final resolution of any disputes.

September 26, 2022

Kim Parker-Llerenas, Executive Director
Commissioner Nicole Pineda

This letter finalizes the agreed-upon Program Year (PY) 2022 and PY 2023 Workforce Innovation and Opportunity Act (WIOA) title I program performance targets. Following a review of Oregon's statistical adjustment model predicted outcomes, historical actual results, data supporting the proposed performance targets, other relevant adjustment factors, and subsequent communications with local staff and Chief Elected Officials, we are confirming the final negotiated performance targets for your local workforce development area are as follows below.

Willamette Workforce Partnership	PY 2022 Target	PY 2023 Target
WIOA title I – Adult		
Employment Rate 2 nd Quarter after Exit	67.2%	67.2%
Employment Rate 4 th Quarter after Exit	70.6%	70.6%
Median Earnings 2 nd Quarter after Exit	\$7,059	\$7,059
Credential Attainment Rate	72.6%	72.6%
Measurable Skills Gain	67.2%	67.2%

Willamette Workforce Partnership	PY 2022 Target	PY 2023 Target
WIOA title I – Dislocated Worker		
Employment Rate 2 nd Quarter after Exit	66.5%	66.5%
Employment Rate 4 th Quarter after Exit	70.9%	70.9%
Median Earnings 2 nd Quarter after Exit	\$7,176	\$7,176
Credential Attainment Rate	74.3%	74.3%
Measurable Skills Gain	73.1%	73.1%

Willamette Workforce Partnership	PY 2022 Target	PY 2023 Target
WIOA title I - Youth		
Employment Rate 2 nd Quarter after Exit	61.4%	61.4%
Employment Rate 4 th Quarter after Exit	55.2%	55.2%
Median Earnings 2 nd Quarter after Exit	\$3,970	\$3,970
Credential Attainment Rate	59.7%	59.7%
Measurable Skills Gain	41.1%	41.1%

Please file these final agreed-upon performance targets with your Local Plan. We appreciate your participation and collaboration in this year's performance negotiations, and agreement on the PY 2022 and PY 2023 performance targets.

If you have any questions, please contact Kurt Tackman at: kurt.r.tackman@hecc.oregon.gov.

Thank you,

A handwritten signature in black ink, appearing to read "Julia Steinberger".

Julia Steinberger
Director
Office of Workforce Investments
Higher Education Coordinating Commission

Email cc:

Ann Mersereau, Chair, Workforce and Talent Development Board

Todd Nell, Director, Workforce and Talent Development Board

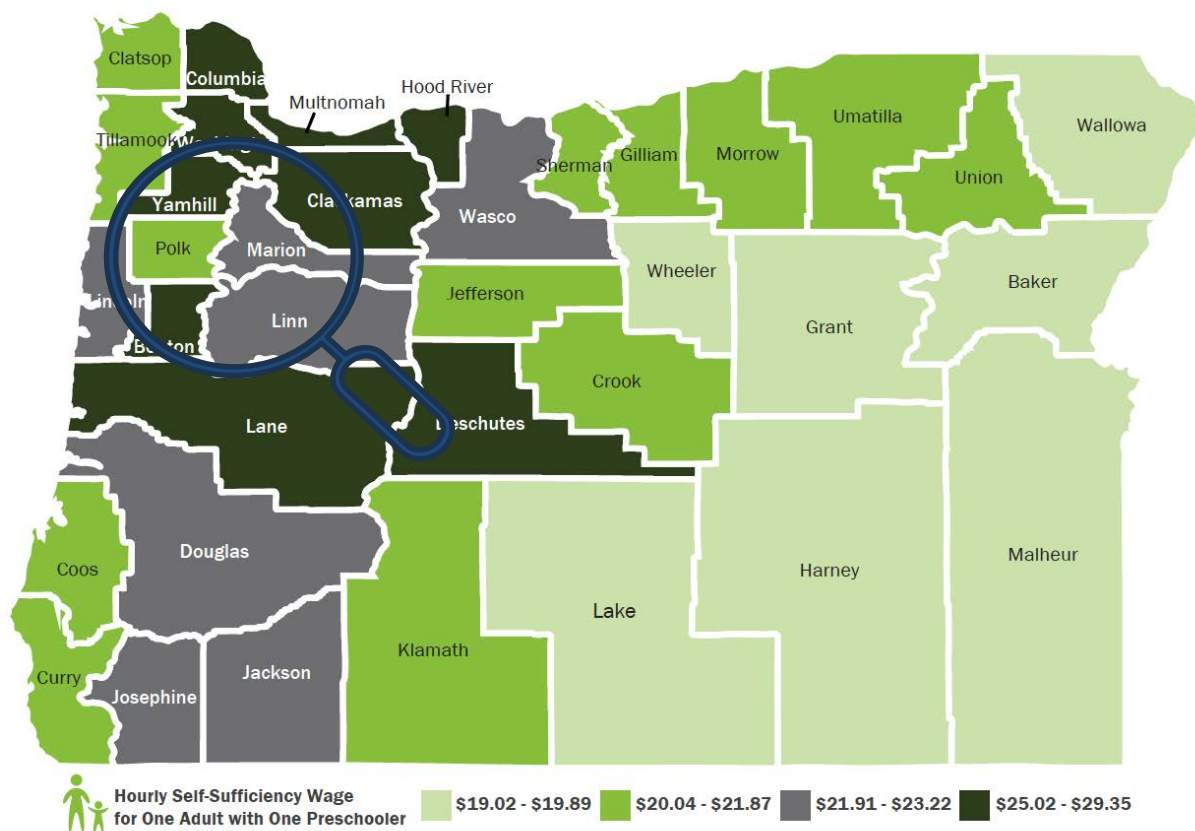
Kurt Tackman, Deputy Director, Office of Workforce Investments



ATTACHMENT I

Self-Sufficiency Standard for the Mid-Willamette Valley

Linn, Marion, Polk, and Yamhill counties



All Self-Sufficiency Standard data was extracted from *The Self-Sufficiency Standard for Oregon 2021*. This information was produced by the Self-Sufficiency Standard at the Center for Women's Welfare, University of Washington. Annie Kucklick & Lisa Manzer • September 2021

TABLE 22. The Self-Sufficiency Standard for Linn County, OR 2021

	Adult	Adult Preschooler	Adult Infant Preschooler	Adult Preschooler School-Age	Adult School-Age Teenager	2 Adults Infant	2 Adults Infant Preschooler	2 Adults Preschooler School-Age
MONTHLY COSTS								
Housing	\$860	\$1,133	\$1,133	\$1,133	\$1,133	\$1,133	\$1,133	\$1,133
Child Care	\$0	\$771	\$1,710	\$1,317	\$546	\$939	\$1,710	\$1,317
Food	\$268	\$405	\$532	\$612	\$710	\$632	\$747	\$824
Transportation	\$290	\$298	\$298	\$298	\$298	\$572	\$572	\$572
Health Care (Net)	\$177	\$581	\$600	\$619	\$655	\$654	\$673	\$692
Premium	\$105	\$489	\$489	\$489	\$489	\$489	\$489	\$489
Out-of-Pocket	\$73	\$92	\$111	\$130	\$166	\$164	\$183	\$203
Miscellaneous	\$159	\$319	\$427	\$398	\$334	\$393	\$483	\$454
Taxes (Net)	\$408	\$502	\$516	\$463	\$266	\$686	\$625	\$570
Federal Income Taxes	\$117	\$269	\$414	\$369	\$261	\$317	\$429	\$383
Federal and Local Payroll Taxes	\$168	\$311	\$404	\$375	\$306	\$388	\$461	\$431
State Sales Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Income Taxes	\$123	\$222	\$297	\$268	\$199	\$281	\$335	\$306
Federal Child Tax Credit (-)	\$0	(\$300)	(\$600)	(\$550)	(\$500)	(\$300)	(\$600)	(\$550)
SELF-SUFFICIENCY WAGE								
Hourly (per worker)	\$12.28	\$22.78	\$29.64	\$27.50	\$22.40	\$14.23	\$16.89	\$15.80
Monthly	\$2,162	\$4,009	\$5,216	\$4,840	\$3,943	\$5,009	\$5,944	\$5,562
Annual	\$25,946	\$48,104	\$62,594	\$58,080	\$47,315	\$60,106	\$71,322	\$66,739
Emergency Savings Fund (Monthly)	\$30	\$78	\$178	\$128	\$97	\$46	\$63	\$60
ANNUAL REFUNDABLE TAX CREDITS								
Federal & Oregon Earned Income Tax Credit (EITC)	\$0	\$0	\$0	\$0	\$138	\$0	\$0	\$0
Federal Child and Dependent Care Tax Credit (CDCTC)	\$0	\$4,000	\$8,000	\$7,902	\$3,275	\$4,000	\$8,000	\$7,902
Oregon Working Family Household and Dependent Care Credit (WFHDC)	\$0	\$555	\$821	\$948	\$2,293	\$676	\$1,231	\$1,264
Total Annual Resources	\$25,946	\$52,659	\$71,415	\$66,930	\$53,021	\$64,783	\$80,553	\$75,905

TABLE 24. The Self-Sufficiency Standard for Marion County, OR 2021

	Adult	Adult Preschooler	Adult Infant Preschooler	Adult Preschooler School-Age	Adult School-Age Teenager	2 Adults Infant	2 Adults Infant Preschooler	2 Adults Preschooler School-Age
MONTHLY COSTS								
Housing	\$822	\$1,087	\$1,087	\$1,087	\$1,087	\$1,087	\$1,087	\$1,087
Child Care	\$0	\$771	\$1,710	\$1,317	\$546	\$939	\$1,710	\$1,317
Food	\$266	\$402	\$529	\$609	\$706	\$628	\$742	\$818
Transportation	\$303	\$311	\$311	\$311	\$311	\$599	\$599	\$599
Health Care (Net)	\$172	\$557	\$576	\$595	\$631	\$630	\$649	\$668
Premium	\$100	\$466	\$466	\$466	\$466	\$466	\$466	\$466
Out-of-Pocket	\$73	\$92	\$111	\$130	\$166	\$164	\$183	\$203
Miscellaneous	\$156	\$313	\$421	\$392	\$328	\$388	\$479	\$449
Taxes (Net)	\$395	\$478	\$491	\$438	\$241	\$667	\$606	\$550
Federal Income Taxes	\$112	\$259	\$404	\$358	\$251	\$308	\$421	\$375
Federal and Local Payroll Taxes	\$164	\$304	\$397	\$368	\$298	\$383	\$455	\$425
State Sales Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Income Taxes	\$119	\$215	\$290	\$261	\$192	\$276	\$330	\$300
Federal Child Tax Credit (-)	\$0	(\$300)	(\$600)	(\$550)	(\$500)	(\$300)	(\$600)	(\$550)
SELF-SUFFICIENCY WAGE								
Hourly (per worker)	\$12.02	\$22.27	\$29.13	\$26.99	\$21.88	\$14.03	\$16.68	\$15.60
Monthly	\$2,115	\$3,920	\$5,126	\$4,750	\$3,851	\$4,939	\$5,872	\$5,490
Annual	\$25,382	\$47,043	\$61,518	\$56,995	\$46,218	\$59,265	\$70,467	\$65,875
Emergency Savings Fund (Monthly)	\$30	\$78	\$164	\$122	\$97	\$46	\$63	\$60
ANNUAL REFUNDABLE TAX CREDITS								
Federal & Oregon Earned Income Tax Credit (EITC)	\$0	\$0	\$0	\$0	\$390	\$0	\$0	\$0
Federal Child and Dependent Care Tax Credit (CDCTC)	\$0	\$4,000	\$8,000	\$7,902	\$3,275	\$4,000	\$8,000	\$7,902
Oregon Working Family Household and Dependent Care Credit (WFHDC)	\$0	\$555	\$821	\$1,264	\$2,293	\$676	\$1,231	\$2,845
Total Annual Resources	\$25,382	\$51,598	\$70,339	\$66,161	\$52,176	\$63,941	\$79,699	\$76,622

TABLE 27. The Self-Sufficiency Standard for Polk County, OR 2021

	Adult	Adult Preschooler	Adult Infant Preschooler	Adult Preschooler School-Age	Adult School-Age Teenager	2 Adults Infant	2 Adults Infant Preschooler	2 Adults Preschooler School-Age
MONTHLY COSTS								
Housing	\$893	\$1,116	\$1,116	\$1,116	\$1,116	\$1,116	\$1,116	\$1,116
Child Care	\$0	\$674	\$1,491	\$1,210	\$536	\$817	\$1,491	\$1,210
Food	\$280	\$424	\$558	\$642	\$745	\$662	\$783	\$863
Transportation	\$303	\$311	\$311	\$311	\$311	\$597	\$597	\$597
Health Care (Net)	\$172	\$557	\$576	\$595	\$631	\$630	\$649	\$668
Premium	\$100	\$466	\$466	\$466	\$466	\$466	\$466	\$466
Out-of-Pocket	\$73	\$92	\$111	\$130	\$166	\$164	\$183	\$203
Miscellaneous	\$165	\$308	\$405	\$387	\$334	\$382	\$464	\$446
Taxes (Net)	\$430	\$458	\$424	\$419	\$265	\$642	\$543	\$536
Federal Income Taxes	\$127	\$250	\$374	\$350	\$261	\$297	\$393	\$368
Federal and Local Payroll Taxes	\$174	\$298	\$378	\$363	\$305	\$376	\$437	\$421
State Sales Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Income Taxes	\$129	\$209	\$271	\$256	\$199	\$268	\$312	\$296
Federal Child Tax Credit (-)	\$0	(\$300)	(\$600)	(\$550)	(\$500)	(\$300)	(\$600)	(\$550)
SELF-SUFFICIENCY WAGE								
Hourly (per worker)	\$12.75	\$21.87	\$27.73	\$26.59	\$22.37	\$13.77	\$16.03	\$15.44
Monthly	\$2,243	\$3,849	\$4,881	\$4,680	\$3,937	\$4,847	\$5,643	\$5,436
Annual	\$26,918	\$46,186	\$58,566	\$56,164	\$47,247	\$58,160	\$67,713	\$65,238
Emergency Savings Fund (Monthly)	\$31	\$77	\$135	\$117	\$97	\$46	\$62	\$60
ANNUAL REFUNDABLE TAX CREDITS								
Federal & Oregon Earned Income Tax Credit (EITC)	\$0	\$0	\$0	\$0	\$153	\$0	\$0	\$0
Federal Child and Dependent Care Tax Credit (CDCTC)	\$0	\$4,000	\$8,000	\$7,262	\$3,216	\$4,000	\$8,000	\$7,262
Oregon Working Family Household and Dependent Care Credit (WFHDC)	\$0	\$485	\$1,074	\$1,162	\$2,252	\$588	\$1,790	\$2,614
Total Annual Resources	\$26,918	\$50,671	\$67,640	\$64,588	\$52,868	\$62,748	\$77,502	\$75,114

TABLE 36. The Self-Sufficiency Standard for Yamhill County, OR 2021

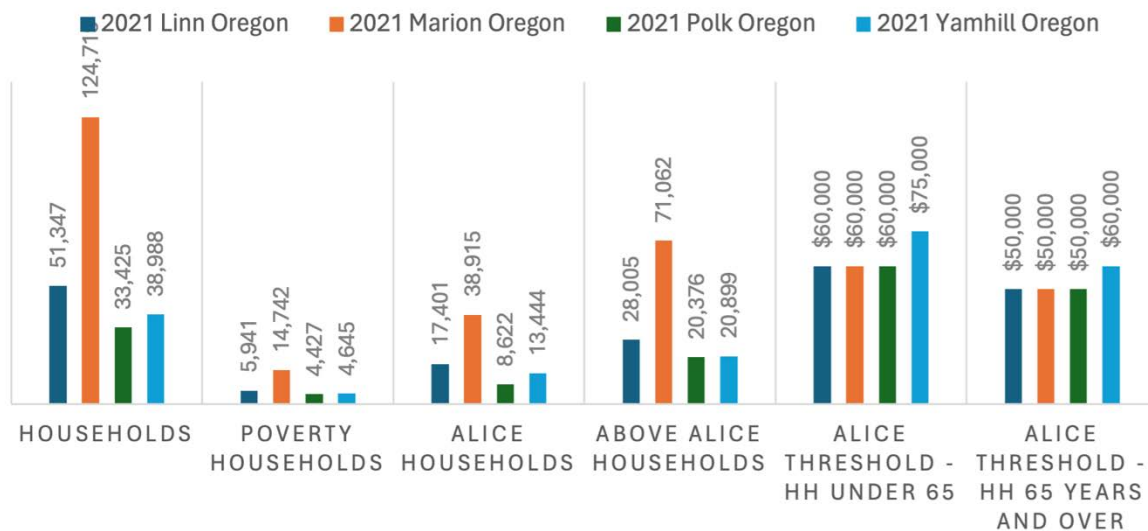
	Adult	Adult Preschooler	Adult Infant Preschooler	Adult Preschooler School-Age	Adult School-Age Teenager	2 Adults Infant	2 Adults Infant Preschooler	2 Adults Preschooler School-Age
MONTHLY COSTS								
Housing	\$1,218	\$1,406	\$1,406	\$1,406	\$1,406	\$1,406	\$1,406	\$1,406
Child Care	\$0	\$771	\$1,710	\$1,317	\$546	\$939	\$1,710	\$1,317
Food	\$290	\$439	\$576	\$663	\$769	\$685	\$809	\$892
Transportation	\$301	\$309	\$309	\$309	\$309	\$595	\$595	\$595
Health Care (Net)	\$171	\$550	\$568	\$588	\$624	\$622	\$641	\$660
Premium	\$98	\$458	\$458	\$458	\$458	\$458	\$458	\$458
Out-of-Pocket	\$73	\$92	\$111	\$130	\$166	\$164	\$183	\$203
Miscellaneous	\$198	\$347	\$457	\$428	\$365	\$425	\$516	\$487
Taxes (Net)	\$568	\$621	\$639	\$589	\$396	\$818	\$761	\$709
Federal Income Taxes	\$187	\$321	\$468	\$424	\$318	\$375	\$488	\$444
Federal and Local Payroll Taxes	\$213	\$344	\$439	\$411	\$342	\$425	\$499	\$470
State Sales Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Income Taxes	\$168	\$255	\$332	\$304	\$236	\$318	\$374	\$345
Federal Child Tax Credit (-)	\$0	(\$300)	(\$600)	(\$550)	(\$500)	(\$300)	(\$600)	(\$550)
SELF-SUFFICIENCY WAGE								
Hourly (per worker)	\$15.60	\$25.24	\$32.20	\$30.12	\$25.09	\$15.59	\$18.29	\$17.23
Monthly	\$2,746	\$4,443	\$5,666	\$5,300	\$4,416	\$5,489	\$6,438	\$6,066
Annual	\$32,957	\$53,314	\$67,996	\$63,604	\$52,987	\$65,869	\$77,259	\$72,791
Emergency Savings Fund (Monthly)	\$34	\$81	\$218	\$179	\$100	\$48	\$66	\$62
ANNUAL REFUNDABLE TAX CREDITS								
Federal & Oregon Earned Income Tax Credit (EITC)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Federal Child and Dependent Care Tax Credit (CDCTC)	\$0	\$4,000	\$8,000	\$7,902	\$3,275	\$4,000	\$8,000	\$7,902
Oregon Working Family Household and Dependent Care Credit (WFHDC)	\$0	\$0	\$0	\$632	\$983	\$451	\$821	\$948
Total Annual Resources	\$32,957	\$57,314	\$75,996	\$72,138	\$57,245	\$70,320	\$86,079	\$81,641



ATTACHMENT II

ALICE REPORT for the Mid-Willamette Valley

Linn, Marion, Polk, and Yamhill counties



Year	County	Households	Poverty Households	ALICE Households	Above ALICE Households	ALICE Threshold - HH under 65	ALICE Threshold - HH 65 years and over	Source: American Community
2021	Linn	51,347	5,941	17,401	28,005	\$60,000	\$50,000	1-Year
2021	Marion	124,719	14,742	38,915	71,062	\$60,000	\$50,000	1-Year
2021	Polk	33,425	4,427	8,622	20,376	\$60,000	\$50,000	1-Year
2021	Yamhill	38,988	4,645	13,444	20,899	\$75,000	\$60,000	1-Year
Total		5,638,218	718,360	1,705,240	3,214,618			
Average		56,952	7,256	17,225	32,471	\$ 49,292.93	\$ 41,212.12	

ALICE: Asset Limited, Income Constrained, Employed

All ALICE data was extracted from the United Way. (2021). ALICE Report for Oregon. United Way of the Mid-Willamette Valley. <https://www.unitedforalice.org/state-overview/Oregon>



ATTACHMENT III

WWP Funded Programs for the Mid-Willamette Valley

For the investment of serving Priority Populations

- Community Career Coaches
- Coursera for Careers
- Healthcare Internship Program
- Rethinking Barriers
- Rethinking Careers
- Training Contracts for Priority Populations
- The Youth Career Achievement Network (YCAN)
- Youth Wage Grant for Businesses who hire a first-time worker

Community Career Coaches



Our Goal

The Community Career Coaches initiative seeks to address the disparities in accessing employment services caused by economic, geographic, or cultural barriers. By ingraining career professionals within the community, the program aims to provide high-quality, comprehensive job-seeker services tailored to the unique dynamics of each community.

Our Priority

Reaching priority populations outside of workforce service delivery areas will be pivotal in bridging the gap between job seekers, employers, and educational institutions, especially in areas with economic disparities as community-based organizations have tailored services targeted towards the priority populations they work with.

Questions?



Contact us via phone
(503) 581-1002



Contact us by email at
info@willwp.org





Prepare for High-Demand Careers in the Willamette Valley

Explore a Selection of Our Specialized Training Programs Tailored for Today's Dynamic Job Market

Featuring Courses in Construction, Manufacturing, and Healthcare



Construction
 Construction Project Management
 Trainer: Columbia University
 Duration: 1-3 months
 Level: Beginner
 Skills: Project Management, Operations Management, Planning



Manufacturing
 Digital Manufacturing & Design Technology
 Trainer: University at Buffalo & State University of New York
 Duration: 3-6 months
 Level: Beginner
 Skills: Product Lifecycle, Product Management, Business Process Management



Healthcare
 Medical Billing and Coding Essentials
 Trainer: MedCerts
 Duration: 1-4 weeks
 Level: Beginner

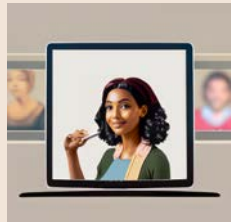
Funded by:

 WILLAMETTE WORKFORCE PARTNERSHIP

Short on Time? Get Quick Insights with Micro-Learning Videos

Gain Knowledge on Specific Topics Without the Long-Term Commitment of a Certificate Program

Over 10,000 bite-sized videos, each ranging 3-10 minutes



Spanning across Business, Leadership, Data, Tech and Soft Skills

Play videos instantly without enrolling in the course

75% of videos are subtitled in 8 non-English languages (French, Russian, German, Spanish, Arabic, Portuguese, Italian)

80 different training providers covering over 30 skill areas across business, technology, and data science

Start Your Career Development Journey

As a job seeker, you have access to a wealth of learning resources on Coursera, provided through the Willamette WorkSource Centers. Here's how you can get started:

1. Contact a WorkSource Center representative for information on accessing the Coursera platform.
2. Check your email for an invitation or access link sent by the WorkSource Center or directly from Coursera.
3. If you're new to Coursera, create an account using your personal email. If you already have a Coursera account, you may be able to link it to the WorkSource Center's access (depending on the setup).
4. Once logged in, explore the courses and enroll in those that align with your career goals.

Find a local WorkSource center
worksourceoregon.org



In early 2021, Willamette Workforce Partnership piloted a partnership with local higher education institutes to pay healthcare students wages for the time spent in their practicum.

Students received no compensation before this pilot, and indicated they were struggling to balance their education with other demands associated with independent living.

Who did we serve?

14

Dental Assistant
students from
Chemeketa
Community College



8

Nursing Assistants

students from
Chemeketa
Community College



5

Medical Assistant

students from
Chemeketa
Community College



7

Social and Human Service

students from
Linfield College



20

Registered Nurses

students from
George Fox
University



Since our pilot, 31 have graduated, with 83% of those graduating now working in our community.

By directly investing in initiatives designed to address gaps in our training pipeline and working with community partners, WWP is expanding our workforce beyond traditional ideas of workforce investment.



Willamette Workforce Partnership



Future Ready

Over the past year, the Future Ready program, spearheaded by the Willamette Workforce Partnership (WWP), has diligently worked to empower our local workforce across Linn, Marion, Polk, and Yamhill counties. Leveraging the first round of Prosperity 10,000 funding, we've joined forces with several local organizations to offer comprehensive training in targeted sectors such as healthcare, construction, and transportation. Our program has served 260 individuals, 104 of whom have completed their training, with 101 receiving industry-recognized certificates. This translates to an impressive completion rate of 80%. Most encouragingly, we have successfully facilitated employment for 61 individuals upon program exit, signaling a 50% employment transition rate amongst program completers. These figures illuminate the tangible impact of our efforts, showcasing our program's effectiveness in bridging the gap between training and employment. The Future Ready program stands as a beacon of hope and opportunity, transforming lives and shaping a competent workforce ready to take on the challenges of tomorrow.



7 refugees from Afghanistan received training as pilots



64 individuals in Civil Construction, including members of Oregon's nine federally recognized tribes,



30 individuals in Commercial Truck Driving, including communities of color, low-income individuals, and those living in rural communities





WILLAMETTE WORKFORCE
PARTNERSHIP

rethinking BARRIERS to EMPLOYMENT SM

Rethinking Barriers to Employment helps those who have experienced homelessness, addiction, incarceration and/or other significant barriers, discover their confidence and motivation, set goals and more quickly find a job. This educational program focuses on building “work-ready” and cognitive-behavioral skills through guided discussions and self-reflection. Preparing this population for work is especially important today as employers struggle to find workers.

The program is a series of 14 lessons that meet two or three times a week for five to 7 weeks – 2 - 2.5 hours each lesson. The series is led by peer facilitators who are certified by Willamette Workforce Partnership (WWP) and The National Association of Cognitive Behavioral Therapy (NACBT) to facilitate Rethinking Barriers to Employment.



Contact us via phone
(503) 581-1002



Contact us by email at
info@willwp.org

Willamette Workforce Partnership is an equal opportunity program/employer. Language assistance is available to individuals with limited English proficiency free of cost. Auxiliary aids or services are available upon request to individuals with disabilities. Oregon Relay 1 - 800 - 735 - 2900



WILLAMETTE WORKFORCE PARTNERSHIP



Rethinking Careers is a proprietary curriculum developed by Willamette Workforce Partnership (WWP) to teach work ready skills to young adults. This curriculum utilizes cognitive behavioral techniques to reinforce the skills young adults need to be successful in the workplace.

This curriculum consists of 14 sessions that focus on building essential employability skills including communicating in the workplace, building credibility in the workplace and, decision making and problem solving in the workplace. It also teaches skills that help young adults think, feel and act positively as they begin navigating careers.

This curriculum is available in English and Spanish and only trainers certified by WWP may facilitate Rethinking Careers. WWP's youth providers located in Linn, Marion, Polk and Yamhill counties will facilitate this training with YCAN participants.



Contact us via phone
(503-581-1002)



Contact us by email at
info@willwp.org

What is



Youth Career Achievement Network

Y-CAN is a workforce training program that provides youth the opportunity to learn essential employability skills and apply them by working with local businesses.



Youth trainees will earn \$13.50 an hour while learning various essential skills by attending Rethinking Careers courses or other eligible essential employability skills training programs.

Upon completion of the training, youth participants are paired with a local employer and earn \$15.00 an hour for a 172-hour work experience program.

The employer will be in one of these five industries: Manufacturing, healthcare, construction, hospitality, and/or transportation, distribution, and warehousing.

Throughout the program, trainees will have a mentor and a direct supervisor who will help guide them through the work experience. By the end of this program, trainees will be more familiar with local businesses and organizations, have an updated resume or portfolio, and learn new technical and soft skills.



WILLAMETTE WORKFORCE
PARTNERSHIP

Willamette Workforce Partnership is an equal opportunity program/employer. Language assistance is available to individuals with limited English proficiency free of cost. Auxiliary aids or services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900.

YOUTH WAGE GRANT

**NOW
OPEN**

Sign up now!



**WILLAMETTE WORKFORCE
PARTNERSHIP**



OREGON

**HIRE A FIRST-TIME
YOUNG WORKER (14-17
YEARS OLD) WHO LIVES
IN MARION COUNTY
AND YOU CAN RECEIVE
REIMBURSEMENT FOR
\$5.00 PER HOUR.**

**TO QUALIFY, YOUR BUSINESS
MUST BE LOCATED IN MARION,
COUNTY AND HAVE LESS
THAN 35 EMPLOYEES.**

**VISIT WILLWP.ORG TO APPLY OR SCAN THE QR
CODE WITH YOUR SMARTPHONE**



Willamette Workforce Partnership is an equal opportunity employer. Language assistance is available to individuals with limited English proficiency free of cost. Auxiliary aids or services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900. Hay asistencia de idiomas para personas con conocimiento limitado del inglés sin costo y servicios



ATTACHMENT IV

Leadership Team Alignment for the Mid-Willamette Valley Using a Plan, Do, Check, Act Model for Continuous Improvement



Strategic Leadership Team: Comprised of regional managers of WorkSource core partners
-Aligning SLT goals with the core partner's strategies and initiatives



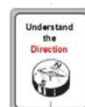
Receives regional data information regarding all WorkSource centers in Willamette.
-WorkSource current and past performance, activities, customer-flow, and demographics.
-Customer feedback from center surveys.



Sets goals for the Worksource Willamette Region
-Establish an improved target condition and prioritizes next step.
-Narrows goals and focus that can be implemented through the Local Operation Teams



Reviews, modifies, and gives feedback of the progress for the established goals.



Local Operations Team: Comprised of center-specific supervisors and managers of WorkSource.
-Narrowing focus toward larger goals identified by the Strategic Leadership Team.



Receives center-specific data regarding the individual WorkSource center.
Current and past performance, activities, customer-flow, and demographics.



Identify year-long goals that are specific to the WorkSource center.
-Establish an improved target condition and prioritizes next step.s
-Narrows goals and focus that can be implemented through front-line WorkSource staff.



Reviews, modifies, and gives feedback of the progress for the established goals.
Reports back to the Strategic Leadership Team.





ATTACHMENT V

Key Competencies for Career Service staff

Key Competencies for Intensive Career Service staff

Intensive Career Services

Intensive Career Services are services that increase the knowledge, skills, and confidence of job seekers in order to make informed choices regarding their employment and educational goals. These services include eligibility assistance, career case management, job search and placement assistance, training assistance, labor market information education, outreach, translation, among other services. WorkSource centers provide employment and training services to diverse populations, including low-income, racially and ethnically diverse, etc., These populations may face many cultural, socio-economic, and linguistic barriers that may inhibit them from achieving their career, educational, and financial goals. Therefore, Intensive Career Services staff have the potential to bridge this gap and link job seekers to resources that will improve their overall outcomes.

The goal for Intensive Career Services staff is to provide support and empowerment to job seekers who may face barriers to educational resources and higher wage employment. Intensive Career Services staff are essential to the WorkSource delivery system as they address job seekers' needs in a holistic way. Undoubtedly, through a wide array of benefits, staff contribute to fulfill the Willamette WorkSource mission and vision.

The following list are the main benefits of having Intensive Career Services available:

Increases job seeker's:

- Educational opportunities
- Engagement
- Employment opportunities
- Earnings

Improves job seeker's:

- Engagement with training
- Ability to complete program goals
- Access to financial resources that may not be available otherwise

Contributes to the:

- Sustainability of programs
- Development of culturally appropriate tools and resources

Core Competencies

Core competencies encompass the knowledge, skills, characteristics, and personal attributes that enable individuals to perform effectively in a particular profession or situation. Core competencies shift the focus from "what" staff must accomplish to "how" required tasks must be accomplished. For WorkSource, core competencies can develop through the collective learning across different teams and departments within the WorkSource system. In fact, these competencies should combine around the strengths of individuals working within the organization. Core competencies are essential in improving the quality of in-house operations and, consequently, improving the job seeker experience and success.

The following elements are competencies that are identified as essential for Intensive Career Service staff:

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| • Outreach Methods and Strategies | • Job Seeker Capacity Building |
| • Individual and Community Assessments | • Documentation and Data |
| • Effective Communication | • Adaptability |
| • Cultural Responsiveness | • Teamwork |
| • Education to Promote Change | |
| • System Navigation and Coordination | |

The following chart goes into these competencies with greater definitions:

Core Competency	Description	Examples
<i>Outreach Methods and Strategies</i>	Outreach is the process of contacting, engaging with, and helping people to learn about and use resource sot improve their employment and educational outcomes.	<ul style="list-style-type: none"> ▪ Meet people where they are at by building relationships based on listening, trust, and respect. ▪ Establish and maintain relationships with community organizations to provide job seekers with access to social resources.
<i>Individual and Community Assessments</i>	Individual and community assessments are the collection, synthesis, and use of information to help understand the needs, strengths, and resources of the individuals and communities served. The information collected is used to strengthen, plan, and implement programs and individual's employment plans.	<ul style="list-style-type: none"> ▪ Perform individual assessments prior to the implementation of an Individual Employment Plan. ▪ Perform community assessments prior to implementation of a program. ▪ Provide continuous assessments to document changes to the job seeker's engagement, skill/knowledge, educational and employment outcomes.
<i>Effective Communication</i>	Effective and purposeful communication is listening carefully and communicating respectfully in ways that help build trust and rapport with job seekers, employers, and other communication members.	<ul style="list-style-type: none"> ▪ Use culturally appropriate language and behavior to effectively communicate with job seekers, employers, and other community members. ▪ Maintain open communication with all members of the WorkSource team. ▪ Participant in routine meetings to keep up to date on job seeker's needs and program progression and outcomes.
<i>Cultural Responsiveness</i>	The ability to educate and support other team members on working with job seekers from diverse cultures and help job seekers interact effectively with professionals of other environments. This combination can promote effective communication and improve services through reducing disparities.	<ul style="list-style-type: none"> ▪ Awareness of the cultural barriers that job seeker face and can support with educational provider or employer. ▪ Ability to explain WorkSource, employment, or educational process (such as Welcome, OJTs, ITA, or FASFA) using culturally appropriate language and behaviors.
<i>Education to Promote Change</i>	Providing job seekers with information, tools, and encouragement to help them improve their educational and employment outcomes. It includes working closely with job seekers to identify the barriers that affect their current situation.	<ul style="list-style-type: none"> ▪ Use a variety of educational methods to motivate and support behavioral change. ▪ Coordinate education activities that relate to the barriers of the job seeker. ▪ Educate job seekers about internal and external resources that support their employment plan.
<i>System Navigation and Coordination</i>	Helping a job seeker understand and use the services available to them. This includes assisting job seekers in completing forms to access external social services.	<ul style="list-style-type: none"> ▪ Obtain and share up-to-date eligibility requirements and other information about WorkSource programs, external social service programs, and additional resources that promote educational or employment advancement. ▪ Become knowledgeable of the departments within the WorkSource center to effectively coordinate services.
<i>Job Seeker Capacity building</i>	Capacity building is helping job seekers to develop the confidence and ability to assume increasing control over decisions and resources	<ul style="list-style-type: none"> ▪ Encourage job seekers to identify and use available resources to meet their needs and goals. ▪ Help to build a job seeker's self-efficacy.

	regarding their employment and career path.	
<i>Documentation and Data Collection</i>	Documentation and data collection involve the capturing work activities, including goals, services, and payments, using the electronic record system, I-Trac. The data and information obtained can be used to understand the job seeker's needs and formulate interventions that improve their employment and educational outcomes.	<ul style="list-style-type: none"> ▪ Record job seekers information ▪ Use data results to show needs and success and areas of improvement within programs.
<i>Adaptability</i>	Ability to change behavioral style or method of approach when necessary, to achieve a goal. It involves adjusting as appropriate to the needs of the situation.	<ul style="list-style-type: none"> ▪ Adapt to organizational changes quickly and easily. ▪ Show willingness to learn new methods, procedures, or techniques. ▪ Shift strategy or approach in response to the demands of a situation. ▪ Prioritize goals according to job seeker or organizational needs.
<i>Teamwork</i>	Team is the ability and desire to work cooperatively with others on a team to achieve a common aim.	<ul style="list-style-type: none"> ▪ Listen and respond to other team member's ideas. ▪ Share their expertise with others. ▪ Seek opportunities to work on teams to develop experience and knowledge.