WORKFORCE INNOVATION AND OPPORTUNITY ACT

LOCAL PLAN

www.willwp.org

MID-WILLAMETTE VALLEY

- Business
- Job Seekers
- Youth
- Employed Workers

JULY 1, 2024

JUNE 30, 2028

2026 Mid-Cycle Update

WILLAMETTE WORKFORCE PARTNERSHIP

Contact Us (503) 581-1002
626 High Street Suite 305. Salem OR

Auxiliary aids or services are available upon request to individuals with disabilities. Oregon Relay 1-800-735-2900

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 Partnershipes un programa/empleador que respeta la igualdad de oportunidades. Hay asistencia de idiomas para personas con conocimiento limitado del inglés sin costo y servicios auxiliares disponibles a pedido para discapacidades. Oregon Relay 1-800-735-2900.

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

A note from Kim as we reach the middle of our Local Unified Plan Cycle...

Over the past five years, Willamette Workforce Partnership (WWP) has experienced both significant progress and intense challenges. Navigating a global pandemic, while adapting to new norms and expectations, WWP has expanded and evolved its work to meet the moment.

Now, we find ourselves at another pivotal point of opportunity and potential change. The uncertainty around the economic impact of public funding and policy changes requires adaptability and focus. Our purpose has not changed. In fact, it has become even more urgent. These realities demand that we think creatively, plan carefully, and stay rooted in our mission.

Looking ahead, we remain committed to listening, learning, and leading with purpose. While we cannot control external funding or policy shifts, we can control how we respond with creativity, integrity, and a steadfast focus on results that benefit our community. The progress outlined in this Impact Report is a testament to that commitment.

I remain optimistic. Across our region, we see resilience, innovation, strong collaboration, and a shared belief in the power of work to strengthen lives and local economies. Partnerships continue to grow, programs continue to deliver results, and our commitment to connecting people, employers, and opportunity is unwavering.

Together, we will continue to build a resilient workforce system: one that not only adapts to change, but helps shape a stronger future for the communities we serve.

Kim Parker-Llerenas
Executive Director

WILLAMETTE WORKFORCE
PARTNERSHIP

Table of Contents

Strategic Portion	Section	Page
Section 1: Vision and Leadership	Strategic Vision and Goals	3
	High Performing Board	8
Section 2: Data and Analysis	Economic and Workforce Analysis	11
	Priority Populations and Communities	19
Section 3: Alignment and Improvement	Strategic Partnerships and Alignment	20
	Continuous Improvement	34
Operational Portion	**Section**	**Page**
Section 4: Services and Activities	Available Workforce Development Activities	37
	WorkSource Oregon	48
	Physical and Programmatic Accessibility	52
Section 5: Compliance	Local Board	54
	Required Elements	55

Strategic Portion

Section 1: Vision and Leadership

Strategic Vision and Goals

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 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.

Support Economic growth and Economic 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. Additionally, the WWP recently adopted a vision for promoting and advocating for 'Quality Jobs' which supports the self-sufficiency standard and encourages retention of the existing workforce. These strategies extends to areas foundational to workforce success, such as housing, childcare, transportation, internet access, and the emergence of responsible utilization of AI in the workplace. **(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 fulfil both present and future market needs, which is a testament to our commitment to the economic and workforce development of the region.

Preparing and 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:

Program Years 2024 & 2025

Employment 2nd Quarter After Exit			
	Adult Target %	DW Target %	Youth Target %
Willamette	70.3	62.7	67.5
Employment 4th Quarter After Exit			
	Adult Target %	DW Target %	Youth Target %
Willamette	69.3	60.5	63.0
6Median Earnings			
	Adult Target	DW Target	Youth Target
Willamette	$9,370.20	$8,851.50	$5,833.80
Credential Attainment			
	Adult Target %	DW Target %	Youth Target %
Willamette	70.4	33.0	60.2

Measurable Skills Gain			
	Adult Target %	**DW Target %**	**Youth Target %**
Willamette	**88.2**	**56.1**	**55.0**

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):

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 position ensures that WWP's efforts contribute effectively to the overarching objectives set by WTDB. Below is an outline of how WWP aligns with WTBD:

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 expectation.

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.

Priority Populations and Workforce Development

A key priority for both plans is the cultivation of a workforce that served priority populations. 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 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. *WWP formally adopts the WTDB Shared Workforce Success Goals and will publish local baselines/targets, with an annual public scorecard and transmission to WTDB each September.*

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 largest 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 investments 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.

On a broad priority setting note, to enable a shared WTDB–WWP performance view, WWP will execute updated data-sharing agreements with Titles I–V and HECC in PY26-28 and launch a joint state–local scorecard by June 30.

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 vision.

These are not exclusive to state workforce boards.

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:

Strategist: Understanding trends, setting the collective vision.

d. Convener: Bring partners together, align services and vision.
e. Manager: Design and manage customer-centered service delivery.
f. Optimizer: Use data to drive decisions, 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 launched. Additionally, WWP funded leadership and 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 and local employers, represents WWP's commitment to setting and communicating a clear and comprehensive vision for regional workforce development. As of January 2026, these highlighted trainings have been successfully delivered, with strong participation and positive feedback. In particular, the cohort-based leadership and management training have stood out. Three training providers have partnered with WWP to deliver this program to both job seekers and incumbent workers. The training has been well received, consistently filled, and remain in high demand. WWP is committed to continuing cohort-based training opportunities because they provide an accessible, flexible entry point into the public workforce system. These programs expand opportunities for individuals and employers alike, while creating new pathways for the community to engage in 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 Mid-Valley Behavioral Health and manufacturing centered High-Performance, we aim to create interconnected communities of professionals and businesses, addressing industry-specific challenges. *Further, The Self-Sufficiency Standard for Oregon will guide our work, ensuring that quality jobs are an essential part of our future planning and training.*

The emergence of the hospitality sector and our efforts to build a Construction consortia as focal points in the region will enhance and expand this work in the next two years. 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.

To measure the effectiveness of our partnerships, WWP will convene a group focused on local metrics with core partners to establish standard evaluation metrics aligned to WTDB measures and to recommend quarterly improvement actions.

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 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.

Check original document for d-f

Section 2: Data and Analysis

Economic and Workforce 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 2025, the Mid-Willamette Valley region, encompassing Linn, Marion, Polk, and Yamhill counties, reached an employment milestone of 275,140 jobs, the highest ever recorded. This follows a significant downturn in early 2020, with a 13% drop in employment or about 33,700 jobs lost, primarily affecting low-wage workers. The region has since recovered from these pandemic-related job losses, with substantial growth across sectors like leisure and hospitality and professional and business services, which employ 18% of the workforce, and Transportation and Warehousing, currently employing 11,400 workers or 4% of the regional employment.

Health care and social assistance in the Mid-Valley has 49,110 jobs (18% of total employment), experienced significant workforce reductions during the pandemic but has since recovered. From 2020 to 2025 healthcare and social assistance employment grew 28%, the fastest growth of any sector in the Mid-Valley. However, issues like stressful working conditions and low pay persist, as evidenced by a strike at Providence Health in 2025. 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.

The Leisure and Hospitality industry, an emerging industry group, accounts for 24,330 jobs or 9% of the region's workforce and is expected to grow by 9% by 2034. During the COVID-19 pandemic, the Leisure and Hospitality industry was among the hardest hit initially, losing half its workforce. The industry fully recovered and was back

to its pre-pandemic level by 2023. From 2020 to 2025 the industry grew 26% and added nearly 5,000 jobs in the Mid-Valley.

Unemployment rates in the Mid-Willamette Valley have been slowly increasing over the past two years. Rates remained under 4% for an extended period from 2021 to 2023. The unemployment rate slowly edged up in 2024 and 2025 and was above 5% for the fourth quarter of 2025. By December 2025, the region had nearly 18,000 unemployed individuals, up from a recent low of 11,813 in April of 2023. 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% in 2024.

Despite 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 – what does this mean??).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 2023 ALICE report shows that 29% of Mid-Willamette Valley households fall within the ALICE threshold, with 14% living below the poverty line and 58% of households lived 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 2024 Annual Homeless Assessment Report, it is estimated that Oregon has 22,875 individuals experiencing homelessness, and 11,982 are considered unsheltered. In Marion and Polk counties, MWVHA reports more than 2,100 were assessed as homeless and in need of housing on January 22, 2025. 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 December 2024 to December 2025, the Mid-Willamette Valley's employment added about 4,400 jobs or +1.6%. The Mid-Valley has bucked the statewide employment trend. Oregon lost more than 9,000 jobs or -0.5% from December 2024 to December 2025. At the industry level jobs growth has varied significantly in the Mid-Valley. Five of the Mid-Valley's nine super sectors have shown job loss in 2025. The majority of the Mid-Valley's employment growth in 2025 was in private education and health services and professional and business services. Leisure and hospitality and other services both recorded modest job growth in 2025, adding roughly 300. The public sector in the Mid-Valley added just over 600 jobs in 2025, with most openings occurring in the Salem Metropolitan Statistical Area (MSA). Sectors such as construction, manufacturing, and both retail and wholesale trade saw the biggest decreases in 2025.

From 2024 to 2034, the Mid-Willamette Valley will have an overall employment growth projected to be 6%, with approximately 18,200 jobs added due to growth, according to the Oregon Employment Department's (OED) industry projections. The Mid-Valley matches Oregon's statewide projected employment of 6% over the decade. The growth in the Mid-Willamette Valley stems from anticipated private-sector gains of 16,300 jobs (7%) and the addition of 900 jobs (2%) in government. Several industries are set to outpace the average growth rate of 6%: **Healthcare** at 14%; **Transportation, Warehousing, and utilities** with a 9% increase; **Leisure and Hospitality** also at 9%; and **Construction** at 10% growth. Apart from **Manufacturing,** which only has a2% growth, WWP's targeted industries and one emerging industry illustrate above-average growth.

Manufacturing (NAICS 31-33)

In 2024, the regional Manufacturing sector in the Mid-Willamette Valley comprised 26,700 jobs, with projections to add 500 positions by 2034. Employment growth is very concentrated in durable goods (forecasted to add 500 jobs), wood product manufacturing and nondurable goods are projected to add no jobs from 2024 to 2034. Food manufacturing is projected to shed 100 jobs. Over the next decade, production occupations are expected to offer more than 19,600 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 (412 openings), Wastewater Treatment Plant Operators (186 openings), and Welders, Cutters, Solderers, and Brazers (993 openings). Despite a recent downturn in manufacturing in the region and further employment declines projected over the decade, there are still important training needs for the large number of replacement openings that are projected in the sector.

Transportation, Warehousing and Distribution (NAICS 48-49)

The Transportation, Warehousing, and Distribution sector employed 10,320 workers in 2024, accounting for 3% 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, with recent job growth in 2025 the sector is nearly 1,800 jobs above pre-pandemic levels. Projected job openings for Transportation and

Material Moving occupations are estimated at more than 35,000, which is 10% 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 nearly 10,000 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. From 2024 to 2034 Healthcare occupations are expected to see nearly 37,000 openings, 10% of the total. A substantial 72% of these openings will be in support roles such as Home Health (15,478 openings), Registered Nurses (3,102 openings), Nursing Assistants (3,374 openings), Medical Assistants (2,200 openings), and Dental Assistants (1,170 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 16,000 job openings, 54% of which will be in roles such as Laborers, Carpenters, Electricians, and Construction Equipment Operators, plus additional positions for Plumbers (forecasted to have 659 openings), Building Inspectors (254), and Paving Equipment Operators (31). Installation, Maintenance, and Repair occupations are expected to have 10,600 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 (44), Farm Equipment Mechanics (209) and ATM Repairers (90).

Leisure and Hospitality (NAICS 71-72)

Leisure and Hospitality 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 325%, adding nearly 6,000 jobs. From 2024 to 2034, it's projected to grow 9%, adding 2,200 jobs. The sector saw rapid growth from 2021 to 2023, mainly due to recovery from the Pandemic Recession as restaurants, hotels, and cultural establishments returned to normal operations. Growth in the sector has slowed the last two years, but it is still anticipated to grow faster than overall growth in the Mid-Valley over the next decade. The service sector is anticipated to have the highest number of job openings, accounting for 24% of all openings. Over half of these will be in food-related roles such as Fast-Food Workers, Waiters, Cooks, and Dishwashers, with 8,000 additional 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 increased to slightly above 5% for the last quarter of 2025, up nearly a percentage point over the past 12 months. The Mid-Valley currently has the lowest unemployment rate of Oregon's 9 workforce areas. Notably, the only demographic with a higher-than-average unemployment rate is those lacking a high school diploma, at 6.2%. In contrast, individuals holding bachelor's degrees enjoy a lower rate of 2.3%. A significant figure is the unemployment rate for youth aged 16-19, which is more than 15%. 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 62.5%.

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 December 2025, the Mid-Willamette Valley's labor market has seen unemployment rates increasing over the past year. Job growth over the past year has varied significantly at the county level within the Mid-Valley. The Salem metropolitan area (Marion and Polk Counties) added 4,500 jobs or +2.4% over the past year. The Salem metropolitan area's employment is up 9.1% or 15,900 jobs above the pre-pandemic employment level in February 2020. Linn County's total employment is down 670 or -1.4% over the past year. Linn County's employment is now 0.9% or 400 jobs above its pre-pandemic employment level in February 2020. Yamhill County's total employment has gained 590 jobs or +1.6% over the past year. Yamhill County's employment is now 5.1% or 1,800 jobs above its pre-pandemic employment level. The strong job growth in the Salem area has led to the Mid-Valley adding the most jobs and growing the fastest of Oregon's 9 workforce areas since February 2020. Despite favorable unemployment figures, the region faces complex workforce development challenges. The private sector is expected to add 16,300 jobs (7%), contributing to a total increase of 18,200 new jobs (6%) between 2024 and 2034, with supplemental growth in government sector employment. The health care and social assistance sector is the fastest growing, projected to expand by 13% and add 6,000 jobs. Sectors like professional and business services and Construction are also expected to grow faster than overall growth. 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 35% 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 slow population growth and fairly 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 2024. Roughly 11% 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 28% of the population, slightly higher than the state's 23%. Notably, the most substantial portion of the region's population, at 35%, has completed some form of post-secondary education, including associate degrees, exceeding the state average of 31%. However, the proportion of individuals with a bachelor's degree or higher stands at 26%, below the state's average of 38% and the nation.

	Mid-Willamette Valley	Oregon	Nationwide
Less than a high school diploma or equivalent	11%	8%	10%
High school	28%	23%	26%
Completed some college but not a degree	25%	23%	19%
Associate's degree	10%	9%	9%
Bachelor's degree or higher	26%	38%	37%

Education 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.

Education 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 the 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 (62%) compared to the state average of 54%, while Chemeketa Community College has more diversity, with 33% Latino/a/x/ Hispanic students, surpassing the state average for this group (17% in 2023). Both institutions, however, have a lower representation of Asian American/Asian students compared to the state average for this demographic.

Education 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: 2024." 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 2022-23." Oregon.gov

Priority Populations and Communities

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 discretionary grant funding to focus investments on priority populations and individuals in the region who face specific barriers to employment. These programs provide holistic and flexible services that

emphasize employability skill development, job readiness training, work experience, supportive services, and other work-related supports that lead to meaningful employment. This approach aligns with WIOA's directive to support job seekers in accessing employment, education, training, and supportive services necessary to succeed in the labor market.

Current programs designed to support priority populations include Community Career Coaches, Rethinking Careers, Training Contracts for Priority Populations, and the Youth Wage Grant.

Section 3: Alignment and Improvement

Strategic Partnerships and Alignment

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.

WorkSource Willamette Partners

Our partners, signatories to the WIOA One-Stop Partner Memorandum of Understanding (MOU), 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 (OVR) (Department of Human Services Vocational Rehabilitation Services, Title IV)
- Oregon Human Development Corporation (National Farmworker Jobs Program)
- Job Corps
- Confederated Tribes of the Siletz
- Easterseals Oregon
- Department of Human Services Self-Sufficiency or DHS Self-Sufficiency Programs
- 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/YOOP (Yamhill County), Community

Services Consortium (Linn and Polk counties), Interface Network- ELY (Marion County) and MWVCAA – HOME (Marion County)

Community Services Consortium serves as the sole provider of WIOA Adult, Dislocated Worker, Dislocated Worker Grant (DWG), QUEST, and Work Experience services across Linn, Marion, Polk, and Yamhill counties.

In addition to WIOA-funded services, Willamette Workforce Partnership (WWP) contracts with partners through Prosperity 10,000 American Rescue Plan Act (ARPA) funding to support individuals facing significant barriers to employment and to advance equitable workforce outcomes through training, career navigation, and supportive services.

Exit Bliss – Provides supervision, leadership development, and skills training to support workforce advancement and retention.

Knife River – Delivers employer-based supervision and leadership training aligned with industry needs.

Easterseals Oregon – Provides Community Career Coaching (CCC) and Workforce Navigation and Benefits (WNB) services to support individuals in accessing employment, training, and supportive resources.

Mid-Willamette Valley Community Action Agency (MWVCAA) – Reentry Services – Delivers workforce services and supports for justice-involved individuals reentering the community.

Mid-Willamette Valley Community Action Agency (MWVCAA) – Child Care Resource & Referral – Provides Dislocated Worker Grant (DWG) QUEST services and delivers training in support of the Child Care Apprenticeship Program, increasing access to child care careers and supporting workforce participation.

Chemeketa Community College – Supervision and Leadership Training – Provides training focused on developing supervisory and leadership skills for incumbent workers and job seekers.

Chemeketa Community College – Community Career Coaching and Workforce Navigation/Benefits Services – Delivers career coaching, workforce navigation, and benefits assistance to support entry into education, training, and employment pathways.

Chemeketa Community College – Commercial Driver License (CDL) Program – Provides occupational training leading to CDL credentials for entry into high-demand transportation careers.

Salem for Refugees – Provides employment and workforce navigation services tailored to refugees and other newcomer populations.

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, trademarked 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.

In the last year, the State has promoted the Oregon Employability Skills (OES) framework, which is a set of standards that identifies key practical skills and mindsets students need to succeed from school into the workforce, such as adaptability, communication, teamwork, digital literacy, problem-solving, resilience, self-awareness, and social awareness.

The OES standards emphasize not just academic knowledge but also behaviors and attitudes employers value, helping learners practice real-world workplace expectations through structured curriculum sequences from elementary through high school and adult work readiness. This approach especially supports young people by building confidence and capability in situations they may face at their first job, such as collaborating with others, responding to change, using technology, and reflecting on their strengths. WWP believes offering this framework, or Rethinking Careers, means job seekers are better prepared to enter careers and adapt to evolving work demands.

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.

In accordance with 20 CFR 679.370(n), Willamette Workforce Partnership participates in the review of local applications for WIOA Title II Adult Education and Literacy funding by providing input to the State on alignment with local workforce needs, regional strategies, and service coordination. This review process ensures that proposed adult education activities support local sector strategies, promote co-enrollment where appropriate, and avoid duplication of services across the workforce system.

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 performed 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 business with needs beyond WIOA's scope, fostering a resilient and varied 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. *In December 2025, WWP expanded this successful consortia model to include the broader healthcare community and together with a broader set of partners, WWP looks forward to focusing on the challenges of healthcare sector in general.*

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.

3.6 B

The Hospitality and Leisure sector, and the Construction sector continue as emerging sectors. WWP has engaged both sectors with marginal traction. WWP continues to look for ways to evaluate ways to partner with these industries, especially through the Business Services portion of our work.

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 industry needs and trends.

The Business Services Team plays a crucial 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 services 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. 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. WWP has extended the workforce ambassador concept through our Community Career Coaches, who 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 Partners 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 faced by our local employers.

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.

Building Credibility and Accessing Networks

Involving our employers in our workforce development programs not only bolsters the credibility of these initiatives, but also forges a tangible connections between the training provided and meaningful, quality job opportunities. Utilizing resources such as our business liaisons through WorkSource Willamette, our intranet hub called LUCAS (Let Us Collaborate and Succeed), and connecting with Job Developers in the region on a regular basis, we have effectively provided ways partners can access information in a timely and reliable way. Our resources include but are not limited to: job postings, recruitment events, candidate pre-screening, labor market information, tools like the Oregon Self-Sufficiency Standard. WWP helps businesses and employers navigate and comprehend today's workforce trends.

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, and county grants for subsidized Youth employment. These initiatives, among others, have played a crucial role in enabling businesses to prosper and adapt, significantly boosting our local economy.

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.

WorkSource offers the Work Ready program. This program is designed to validate skills, credentials, and motivation of job seekers with the goal of connecting certified Work Ready individuals to employers. Job seekers are certified by WorkSource team members. WorkSource staff validate the following categories: Clear Career Objective, Complete Registration, Job Search materials covered, current resume reviewed, core employment skills identified, interview readiness, essential skills (also referred to as soft skills) reviewed, and barriers to employment are addressed. Once job seekers are certified Work Ready, they are prioritized in matching to employers.

One of the most notable elements of job seeker support is the Jump Start to Work Ready Workshops. This workshop is broken out in four separate modules, focusing on Career Exploration, Building a Competitive Resume, Mastering Interviewing Skills, and Growth Mindset for persistence and motivation. These workshops are well attended, often multiple times, and prepare job seekers to successfully apply and interview with employers. These workshops prepare job seekers to become certified as Work Ready candidates.

Continuous Improvement

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

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 a *team-based approach to our partnership collaboration. We have a CQI Teams made up of line staff and supervisors. This team is responsible for process improvements, with an initial focus on recommendations that were a result of the Customer Journey Mapping conducted in August of 2025. We have Center Management Teams made up of collocated partner staff and staff outside the physical facility. These teams are responsible for implementation of process improvements, partnership relationship management, and customer flow. Finally, we have a Partner Leadership Team which is comprised of leaders from the various MOU partners.* The team is responsible for strategic thinking around workforce issues, analysis of labor market trends, and infrastructure needs.

As part of our role, WWP gathers various data sets from areas such as Google My Business, iMatchSkills, I-Trac, and OED's WorkSource Oregon'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. *From these sources, relevant data is presented to each team to drive gap analysis and continuous improvement. In September 2024, we implemented a customer satisfaction data collection and analysis system to collect information from both jobseeker and employer customers.*

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 participants 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 *within consortia environments* 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 *through the use of a "warm hand-off" approach.* 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.

As a result of a recent initiative called Customer Journey Mapping, one key area identified for improvement was a consistent process to make referrals across the partnership. Each CQI Team is currently examining the current process and will be making recommendations for improvement over the next few months.

An example of our commitment is the development of a Workforce Professionals Hub called LUCAS. 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 a link to the application 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.

Through ongoing communication with training providers, contracted service providers, and employers, WWP uses labor market information and participant outcomes to inform continuous improvement and ensure that eligible training providers meet the evolving needs of employers, workers, and job seekers in the local area.

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

In alignment with the WorkSource Oregon Standards, WWP successfully launched Customer Feedback surveys for both Job Seekers and Employers. These surveys are available electronically, and responders are prompted to choose a "thumbs up" or "thumbs down" to rate their experience. Once selected, responders have an opportunity to provide more information. Results are shared weekly with leadership and center team members. Feedback brings attention to the customer experience, what is working well, and what adjustments may need to be made.

To promote Work Readiness, a magazine was created for customers accessing services in WorkSource Oregon centers and contract provider locations across the region. Magazines promote the 8 criteria for Work Readiness as well as tips and information on Artificial Intelligence.

In September of 2025, and at WWP's request, the One-Stop System Operator facilitated Customer Journey Mapping Sessions for two key customer groups: job seekers and employers. The goal of each session was to understand the customer experience with workforce services from each customers perspective and to provide system improvement recommendations to WWP. Partners with WorkSource Oregon, both physically located in centers and in the community, came together for this exercise. Personas were provided for each customer group, and attendees were asked to put themselves in the customers shoes to best understand the customer experience. The conclusion of this work provided five recommendations for job seeker system improvement and three recommendations for employer system improvement. WWP supports the recommendations and continued efforts of this work, including the creation of Continuous Quality Improvement (CQI) workgroups. CQI teams are comprised of center and contracted community leadership. Their role is to review recommendations born from Customer Journey Mapping and create solutions for an excellent customer experience and workforce system alignment.

Another initiative introduced 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.

Finally, WWP officially launched LUCAS in 2025. LUCAS is an acronym for Let Us Collaborate and Lead and the platform serves case managers, including those working for and in tandem with WorkSource Oregon, as a professional workforce development hub. Resources include but are not limited to: referral services, job fair event information, hot job lists, support services, opportunities for professional advancement and more. The goal of LUCAS is to improve the job seeker experience by providing a smooth transition to integrated appropriate services across the WorkSource Willamette System.

WWP is committed to improving case management within the WorkSource Willamette region through a comprehensive and dynamic approach and a team-based structure, including both recently implemented and ongoing innovations. Best practices like utilizing data-driven 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.

Key Definitions

WorkSource Oregon (WSO) Programs: The WTDB approved a WorkSource Oregon Definition dated May 24, 2023 on June 9, 2023. For the purposes of local planning, WorkSource Oregon refers to the "WorkSource Oregon Primary Programs and Resources" included in the definition.

Other Workforce Programs: These represent the entire workforce system in addition to "WorkSource Oregon Primary Programs and Resources". For the purposes of local planning, these include "Additional WorkSource Oregon Programs and Resources" identified in the WorkSource Oregon Definition dated May 24, 2023 that are a part of WIOA and also programs such as K-12 and postsecondary education, workforce-related/supporting community-based organizations, labor and apprenticeship, and allied partners.

Essential Employability Skills: They go by many names, such as soft skills, interpersonal skills, essential skills, social skills, 21st century skills, and applied skills. They are the collection of skills necessary to succeed in the workplace that can be learned in academic settings and are enhanced through simulated and actual workplace experience. They are sometimes referred to as behaviors and traits but can be learned and refined through modeling and practice. They include, but are not limited to, adaptability, critical thinking, communication, empathy, open-mindedness, problem-solving, teamwork, and work ethic. The number of EES and the individual importance of each cannot be disconnected from industry and occupation.

Next Generation Sector Partnership: Next Generation Sector Partnerships are partnerships of businesses, from the same industry and in a shared labor market region, who work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of the targeted industry. Next Gen Sector Partnerships are Industry-Driven, Community-Supported, and Sustainable over time. Next Gen Sector Partnerships are active all over the country.

Employer Services Strategies: May include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies in the local area.

Operational Portion

Section 4: Services and Activities

Please answer the questions in Section 4 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as attachments.

Available Workforce Development 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 can include assessments done by partners
- 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

WorkSource Willamette and its partners demonstrate strategic and adaptive approaches to workforce development that address the educational and skill needs of the workforce while aligning with local employer demand. These efforts contribute to economic vitality across the Mid-Willamette Valley.

Key strengths found in our region include:

Service Delivery

Geographical Inclusivity: Workforce services are offered through both in-person and virtual formats in collaboration with community entities, ensuring accessibility across the region regardless of location.

Extensive Partnership Networks: Strong partnerships enhance the effective use of workforce training funds, support a wide range of training opportunities, and promote equitable access to employment for vulnerable populations.

Collaborative Employer Engagement: Employers actively collaborate with WorkSource Willamette, WWP, and education partners to identify critical skill needs, informing the development of training programs aligned with current labor market conditions.

Robust Employer Networks: WorkSource center teams and WWP facilitate employer dialogues and networking opportunities that foster collaboration, shared strategies, and problem-solving to support workforce development.

Community Engagement

Effective Stakeholder Collaboration: There is strong engagement with diverse community stakeholders, creating a community-focused workforce development approach and enhancing understanding of the local labor market and community needs.

Robust Employer Networks: WorkSource center teams and WWP are consistently facilitating employer dialogues and networking events that build a cooperative environment for shared strategy development and problem-solving, driving collaborative workforce development.

Investments

Targeted Funding in Workforce Programs: There is a substantial investment in a wide array of workforce development programs that are both established and innovative methodologies. A strategic funding approach leads to the creation of a workforce equipped to meet the evolving demands of the modern job market.

Prioritization of Essential Skills Training: The region's emphasis on essential skills training ensures individuals are equipped with crucial competencies across various occupational areas, enhancing their career success and contributing to regional economic health.

While the local workforce system has many strengths, challenges remain that impact service delivery and system effectiveness:

Key weaknesses found in our region include:

Discrepancies in Service Integration: Variations in how services are coordinated across centers can lead to inefficiencies and inconsistent customer experiences.

Communication Gaps Among Partners: Inconsistent communication and siloed operations among partner agencies affect the effectiveness of coordinated service delivery.

Updated esponse to 5.2

Impact of Hybrid and Remote Work Schedules: While hybrid and remote work arrangements support work-life balance, they have also contributed to communication challenges and inconsistencies in service delivery, requiring improved technological tools and adoption strategies.

Service Customization Limitations: WIOA rules and regulations can limit flexibility in tailoring services to meet the diverse needs of populations facing significant employment barriers.

Broader Support Service Needs: The COVID-19 pandemic intensified the need for supportive services such as childcare, transportation, housing assistance, internet access, and behavioral health services, which extend beyond traditional workforce services.

Inadequate Public Awareness: Many community members remain unaware of the full range of services available at WorkSource centers, resulting in underutilization of resources.

Need for Enhanced Marketing: Additional outreach and communication strategies are needed to better inform and engage the community in workforce development opportunities.

Limited and Fluctuating Funding: Insufficient and variable funding limits the system's ability to sustainably expand and maintain workforce development programs.

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 intranet hubs like LUCAS (Let Us Collaborate And Succeed), are set to revolutionize information sharing and accessibility among project partners. LUCAS has been widely adapted across our region and WWP has received positive feedback because it has saved people time tracking down information and resources.* 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 are renowned for their creative problem-solving abilities, continually exploring innovative solutions 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 treated by, or has successfully completed, treatment with an agency for a substance abuse or mental health disorder, 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 Request for Proposal (RFP), and is 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.

Up to 5.2

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

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 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 Maker Space programs 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 on system inform service delivery, community engagement, and investments for the youth population in our region. The strengths of local efforts include:

Service Delivery

Service delivery within the WIOA youth program is expansive and responsive, addressing a broad range of educational and vocational needs for youth. Programming includes alternative education pathways and vocational training aligned with the needs of local industries, ensuring that skills gained are both relevant and in demand. The WIOA youth program's emphasis on integrating education with workforce preparation equips

youth with a balanced foundation of academic knowledge and practical skills critical to employment readiness. In addition, the integration of labor market information into youth programming ensures participants are informed about current employment trends, enabling them to make strategic and informed career decisions.

Out-of-School Youth Focus

In response to local educational challenges, WWP's WIOA youth programs prioritize enrolling youth into services within 12 months of their dropout date. This intentional focus on early reengagement demonstrated promising results during the 2024–2025 program year, during which 57 youth who had dropped out within the prior year were enrolled in GED programs across multiple providers, representing a notable increase compared to previous years.

Early enrollees also demonstrated improved educational outcomes, with 52 percent re-enrolling in high school or obtaining a GED within a shorter average timeframe (112 days) compared to peers who entered services later. These early outcomes highlight the effectiveness of timely engagement in supporting educational attainment and skill development for opportunity youth.

Rethinking Careers

Rethinking Careers, which was created 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 throughout its curriculum, the program helps young adults develop not only professional skills, but also emotional and psychological resilience. 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 Linn, Marion, Polk and Yamhill 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 towards sustainable career opportunities. 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.

To better understand challenges within the regional youth workforce system, WWP conducted stakeholder outreach that included representatives from regional K–12 school districts, community-based organizations serving youth, WIOA youth providers, Job Corps leadership, and Workforce Board members. Feedback from stakeholders across the Mid-Willamette Valley identified a range of ongoing weaknesses affecting youth workforce development, particularly for youth ages 16 to 24.

Weaknesses

In-School/Out-of-School Challenge

The Willamette region continues to face challenges in effectively engaging youth who are at risk of dropping out of school but are not yet classified as out-of-school youth. This population often falls between eligibility categories, which creates tension between local needs and WIOA youth funding priorities that emphasize services to out-of-school youth. As a result, WIOA youth providers must navigate funding and eligibility requirements that can limit the ability to intervene early with in-school youth who would benefit from additional support.

Addressing the needs of these at-risk youth requires clearer pathways and more coordinated approaches to support early intervention, educational reengagement, and connection to workforce services. These challenges are particularly significant for youth experiencing housing instability, limited family support, or disengagement from traditional education systems, which highlights the need for streamlined processes and stronger cross-system collaboration to reduce barriers to service access.

Mental Health

Addressing mental health and substance use challenges among youth remains a critical need, as these issues continue to affect educational participation and employment readiness. While mental health supports are available through youth programs and community partners, existing services do not consistently provide the level of coordination, accessibility, or youth-centered care required to meet the full range of needs.

Gaps in mental health and substance use support can contribute to disengagement from education, employment, and community connections. Continued expansion of accessible, coordinated, and youth-responsive mental health services is needed to better support young people's stability, well-being, and long-term success in education and the workforce.

Division of Systems

Youth workforce development engagement continues to be challenged by gaps in alignment between secondary education systems, post-secondary education, and WIOA workforce opportunities. While partnerships among these systems exist, many youth experience difficulty navigating the transition from high school to post-secondary education or employment. This transition gap, often described as "summer melt," occurs when youth lose momentum or access to guidance during a critical period despite the presence of available resources.

The disconnect reflects differences between the structured supports of the secondary education system and the increased expectations for independence within post-secondary education and the adult workforce system. Without clear, coordinated pathways, youth may lack direction and confidence at a pivotal point in their educational and career development. Addressing this challenge requires intentional collaboration among secondary and post-secondary education partners, workforce development agencies, and employers to support smoother transitions and more cohesive pathways for youth.

Limited Funding

Youth workforce development services rely heavily on strong relationships, consistent engagement, and individualized support, all of which require a stable and adequately staffed workforce. However, the cost of maintaining sufficient staffing levels, including administrative and operational overhead, continues to strain available funding resources. As funding becomes more limited, providers face challenges balancing the growing demand for intensive, relationship-based services with the capacity to deliver them effectively.

Reduced funding often results in increased caseloads for existing staff and can limit the availability and consistency of services. These constraints may weaken the level of personalized support youth receive, which is critical to sustained engagement and successful reentry into education and employment pathways. Ongoing funding limitations highlight the importance of efficient resource management and continued advocacy for sustainable funding to support youth as they 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 system include proactive engagement strategies that emphasize early intervention for out-of-school youth and timely reengagement in education or workforce training programs. The region’s focus on follow-up services and work-based learning opportunities strengthens sustained engagement and provides youth with meaningful exposure to real-world work environments as they transition into education or employment.

Successful models in the region are characterized by holistic approaches to serving youth that extend beyond employment training to include life skills development, financial literacy, and mental health support. One such model is the integration of cognitive behavioral techniques within youth curricula, including the Rethinking Careers program, which supports the development of essential employability skills and emotional resilience. Another effective practice involves leveraging community-based resources prior to expending WIOA funds to ensure services are coordinated, accessible, and efficiently utilized.

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 provide full access to mandated services with representation from all required partners. Four affiliate centers in McMinnville, Dallas, Woodburn, and Lebanon offer referral access to comprehensive services, supporting seamless pathways for job seekers as they move from exploratory services into career and training activities aligned with local labor market demand.

Services available through WorkSource Willamette include skills assessments, orientation to Title II services, career planning and individual employment plans, career exploration workshops, job search assistance, and placement services. WWP prioritizes the use of training funds for high-demand occupations that support self-sufficiency and career advancement. Through WIOA and discretionary grant funding, providers offer a range of employment and training activities, including occupational skills training, on-the-job training, incumbent worker training, transitional employment, and paid work experience for adults engaged in post-secondary education.

Workforce preparation activities also include Essential Employability Skills training to strengthen communication, problem-solving, and workplace readiness for adults and dislocated workers. Targeted reentry services support justice-involved individuals through coordinated workforce preparation, career navigation, and work-based learning opportunities. In addition, leadership and supervisory training is available through incumbent worker strategies to support skill advancement for current workers and to meet employer retention and advancement needs.

The WorkSource Willamette region also incorporates technology-enabled service delivery through online learning platforms such as Coursera, expanding access to workforce preparation training and career exploration. Business services include recruitment assistance, customized training aligned with employer needs, Rapid Response services, and incumbent worker training to support workforce transitions and advancement 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 external 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, applying when training is not on the 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.

WorkSource Oregon

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 2025, with the award going to Hightower Workforce Initiatives. As required by sec. 121(d)(2)(A) of WIOA, WWP will conduct a competitive process every four years.

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)
A. 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? B. If not, please describe the strategies to bring WSO Centers into compliance.

4.10 A.

__X_ Yes

_____ No

4.10 B.
N/A

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 consisting of regional managers from core partners, 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 leverage 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.

Physical and Programmatic Accessibility

4.12 20 CFR 679.560(b)(5)(iii): Accessibility
A. 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 office 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 the Office of Vocational Rehabilitation (OVR) 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.

Office of Vocational Rehabilitation (OVR) 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 OVR training, WWP enhances this knowledge base through Job Developer meetings, where the business focused staff 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 OVR, 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.

Updated response to 5.2

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 Metrix Learning , where job seekers have access to over 5,000 online training programs for free. In addition to these services, WWWP developed the WorkSource Workforce Professionals Hub, now called LUCAS (Let Us Collaborate and Succeed) 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 serves as a central point for continuous professional development and as a repository of up-to-date job listings and career counseling tools. As case managers can access this hub from anywhere, they can pull the information they need and relay upcoming community events, hiring events, and training opportunities to their job seekers throughout our region even in rural areas. Furthermore, our Community Career Coaches in tandem with WorkSource are instrumental in extending our reach into targeted and remote areas, providing on-the-ground support and guidance, and ensuring that even 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

Please answer the questions in Section 5 in ten (10) pages or less. Most responses should be staff-driven as each are focused on the organization's compliance with federal or state requirements. Provide a response for all items identified. Required documents can be included as attachments.

Local Board

5.1 20 CFR 679.320: Local Board Membership **(TEGL 27-14, cited in Policy, is no longer active)** Updated Response to 5.2
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.

5.2 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.

5.3 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 Office for the region is Trina Horsey – Operations and Outreach Manager, Willamette Workforce Partnership: thorsey@willwp.org, 503-581-1002.

5.4 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.

Required Elements

5.5 20 CFR 679.560(b)(14): Responsible Entity for Grant Fund Disbursement
Identify the entity responsible for the disbursal 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

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

5.6 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. Anytime WWP publishes an RFP, the competitive process that includes key dates such as launch date and bidder submission dates are advertised in the local newspaper for each county and repeatedly promoted through the WWP newsletters, our 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 the announcement 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 as well as attracting 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, the Willamette Workforce Partnership 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 within the RFP packet. After the proposals are reviewed and scored by the evaluation panel, a recommendation for award is presented to the WWP board for official approval. This is followed by provisional results being 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 updated attachment for 2026 update

5.7 C.

The contract award for Adult and Dislocated Worker services includes Community Services Consortium for all Adult and Dislocated Worker services in our region. The contract began on July 1, 2025, and are for one year with annual renewal options until June 30, 2028. Youth services contracts awards were to Chehalem Youth and Family Services - YOOP (Yamhill County), Community Services Consortium (Linn and Polk Counties), and Interface Network – ELY and MWVCAA – HOME (Marion County). All Youth services contracts began on July 1. 2024 and are for one year with annual renewal options until June 30, 2027.

5.7 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.

5.8 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 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 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 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, 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 support, 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 services, 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 comp

5.12 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 newsletter will be sent to our contacts with an opportunity for comment. All partners will also be sent an email alerting them that the updated, mid-cycle 2026 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.

5.13 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.

Updated Response to 5.2

Willamette Workforce Partnership Board Matrix *updated August 2025*

Private Sector Representatives – Need 50% + 1

Seat	Name	County	Sector	Term expires	Notes
1	Carrie Norris, Workforce Development Coordinator, Samaritan Health Services	Linn	Health Services	6/30/2028	Board Chair, Executive Committee member
2	Melody Garcia, General Manager, Landstar	Marion	Professional & Business Services	6/30/2026	Past Chair, Executive Committee member
3	Aaron Ensign, CEO, Curry LLC	Marion	Distribution/Agriculture	6/30/2028	Secretary/Treasurer, Executive Committee member
4	Alvin Elbert, President, ARE Manufacturing	Yamhill	Manufacturing	6/30/2028	Executive Committee member
5	Ron Gutierrez, Warehouse Manager, WinCo Foods	Marion	Distribution	6/30/2028	Executive Committee member
6	Saphira Groves, Franchise Owner Express Employment Professionals	Linn	Professional & Business Services	6/30/2026	
7	Angie Villery, President and CEO,Travel Salem	Marion	Hospitality/Tourism	6/30/2026	
8	Leigh Jensen, Executive Director, Taste Newberg	Yamhill	Hospitality/recreation	6/30/2027	
9	Katie Curry, Executive Director, McMinnville Area Habitat for Humanity	Yamhill	Construction	6/30/2028	
10	Lucilla Valley, Chief People Officer, Bridgeway Community Health	Marion, Polk	Health Care	6/30/2028	
11	Carolin VanOrden, Executive Director, Salem Child Development Center	Marion	Early Learning and Care	6/30/2027	
12	Kris Latimer, Senior Director for Training & Development, Knife River Corporation	Linn and statewide	Construction and Transportation	6/30/2027	

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	Notes
1	Mike Ellison, Training Director, Central Electrical Training Center, IBEW Local 280	Marion, Polk, Yamhill, Linn	Registered Apprenticeship Program	6/30/2026	
2	Kosti Efstathiou, Director of Uplift Oregon, Rise Partnership	Marion, Polk, Yamhill, Linn	Organized labor	6/30/2027	
3	Silvia Munoz Lozano, Workforce Programs Director, Oregon Human Development Corp	Marion, Polk, Yamhill, Linn	CBO/Migrant Seasonal Farmworkers	6/30/2026	
4	Luke Glaze, Executive Director, Salem for Refugees	Marion, Polk	CBO/Refugee, Immigrant Services	6/30/2026	
5	Carolin VanOrden, Executive Director, Salem Child Development Center/Early Childhood Apprenticeship Training Site	Marion	CBO/Apprenticeship Training Site	6/30/2026	

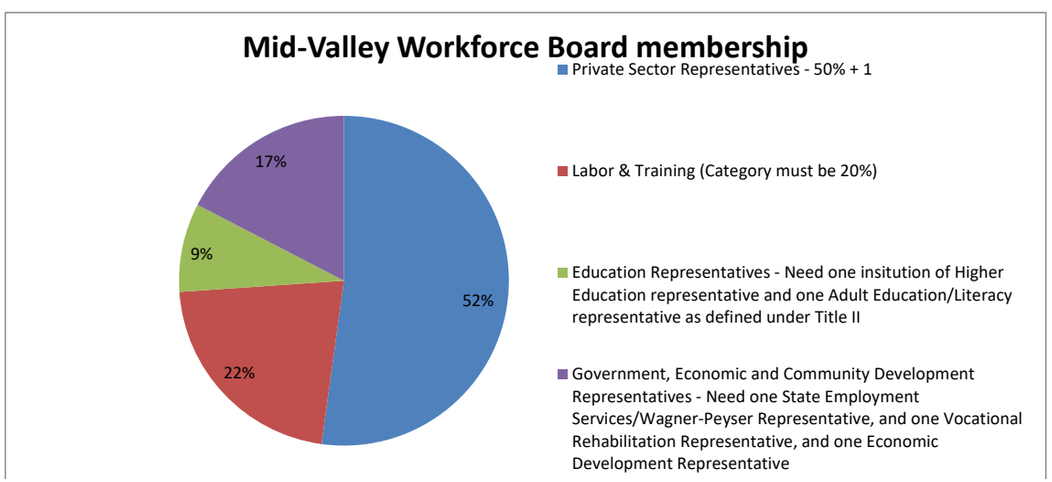
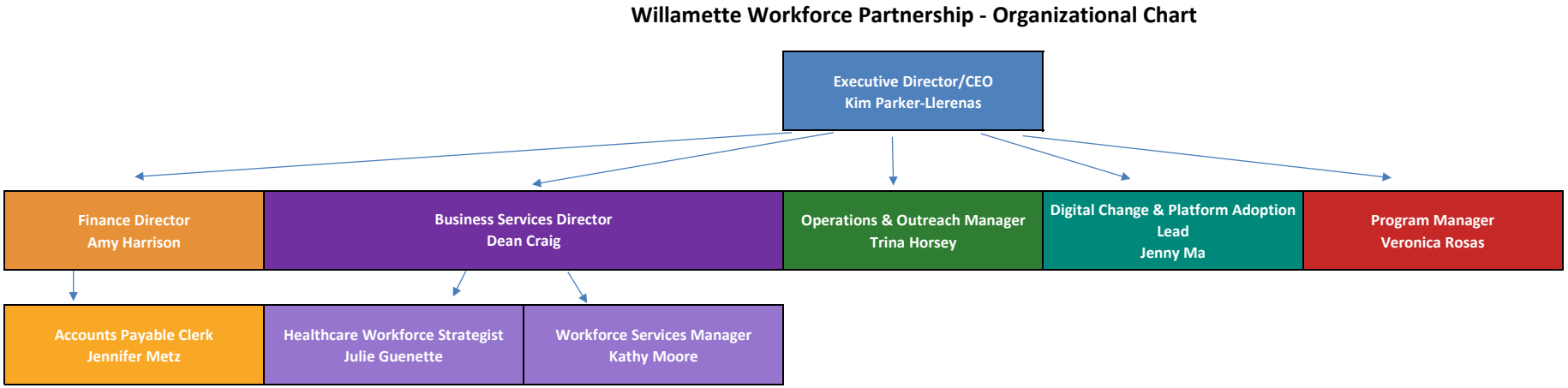
Education Representatives - Need 1 Institution of Higher Education representative & 1 Adult Education/Literacy representative as defined under Title II

#	Name	County	Sector	Term expires	Notes
1	Jessica Howard, Presdient, 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	6/30/2027	

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	Notes
1	Patty Herzog, Executive Director, McMinnville Economic Development Partnership	Yamhill	Economic Development	6/30/2027	
2	Erik Andersson, President, SEDCOR	Marion/Polk/ Yamhill	Economic Development	6/30/2028	
3	Ricque Smith, Regional Manager, Oregon Employment Department	Linn/Marion/ Polk/Yamhill	State Employment Services Office under the Wagner-Peyser Act	5/30/2028	
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
Government, Economic and Community Development Representatives - Need one State Employment Services/Wagner-Peyser Representative, and one Vocational Rehabilitation Representative, and one Economic Development Representative	4
Total	23



Updated Response to 5.7