



Workforce Innovation and Opportunity Act Local Plan

Northwest Area: Benton, Clatsop, Columbia, Lincoln,
Tillamook Counties

Submitted by
Northwest Oregon Works

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Strategic Portion

Section 1: Vision and Leadership

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


MISSION:

To champion impactful workforce solutions.

VISION:

NOW is a catalyst in workforce development that provides leadership, creates connections, fosters partnerships, and makes investments to address the employment needs of individuals and the business community.

Invest	Innovate	Impact
Strategies	Strategies	Strategies
Focus on data to prioritize investments.	Pursue promising practices and programs that can be scaled up.	Mobilize opportunities that support critical industry sectors.
Optimize the return on investment through sound resource management.	Develop strategic partnerships in support of workforce initiatives.	Foster development of career pathways for youth and adults.
Increase resources for workforce development in the local area.	Lead efforts that result in employment and career advancement.	Educate communities about the workforce services available.



Northwest Oregon Works sees job seekers facing substantial barriers, including criminal convictions, generational poverty, homelessness, low educational attainment, and a lack of basic life and work readiness skills. Collaborating with local businesses and partners, we identify individuals whose current skills are insufficient for self-sufficient employment. We also engage with low-income neighborhood associations and community centers, providing information about the WSO system to outreach special populations and youth, such as young parents, individuals with disabilities, school dropouts, graduates with low basic skills, English language learners, or those experiencing homelessness or at risk of becoming homeless.

To fulfill our mission and vision, NOW's Executive Director and managers actively cultivate partnerships in our five-county area. We've established a consortium of economic development partners, meeting monthly to stay informed about their needs and challenges. This collaboration proved crucial during the COVID-19 pandemic, enabling us to respond effectively to the impacts on businesses, particularly in the leisure and hospitality industry—a sector often overlooked by workforce boards. Leveraging insights from economic development partners, we mobilized support efforts for this industry, utilizing relief funds available through cities and counties.

Our commitment to champion impactful solutions is evident in our adaptable strategies and a performance dashboard tracking our goals. This dashboard is regularly reported to our Board of Directors, providing an opportunity to adjust responses and approaches based on feedback, traction, or unforeseen developments. The strategic plan goals and performance dashboard serve as primary tools to ensure our investments remain relevant and impactful in meeting the needs of our communities.

1.1 B.

As of the latest available data in 2022, Northwest Oregon is expected to see notable changes in its job landscape from 2022 to 2032. Projections indicate the addition of approximately 6,400 new jobs during this period, contributing to nearly 143,000 job openings. Over 95% of these openings are anticipated to arise from replacements, with individuals leaving occupations for various reasons, such as transitioning to other fields or exiting the labor force. In terms of educational requirements, 53% of the total job openings in Northwest Oregon from 2022 to 2032 are projected to require a high school diploma for competitive eligibility. Additionally, approximately 18% will demand postsecondary training (non-degree), aligning with the statewide average in Oregon. About 22% of job openings in Northwest Oregon will require a bachelor's degree or higher, closely reflecting the statewide average of 23%.

Within the Health Care sector, a prioritized area for training in Northwest Oregon, one-third of the occupations with the most openings are expected to require longer-term postsecondary training for competitiveness. Approximately one in ten will necessitate an associate's degree, more than four out of ten will require a bachelor's degree, and 20% will mandate a master's degree or higher education. An analysis of recent online job postings indicates that common skills sought by employers in the health care and social assistance industry in Northwest Oregon include patient care, manual dexterity, CPR, scheduling, caregiving, pediatrics, ACLS, treatment planning, HIPAA, and cleaning.

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

In alignment with our vision of "Equitable Prosperity for All Oregonians," our mission is to propel Oregon forward through education, training, jobs, and careers, empowering both individuals and employers alike.

Our imperatives guide our actions and commitments: An Inclusive Workforce System for Equitable Prosperity: We are committed to fostering an inclusive workforce system that actively contributes to and advances equitable prosperity for all Oregonians. Through our programs and initiatives, we strive to eliminate disparities and ensure that opportunities are accessible to everyone, regardless of background or circumstance.

Enhancing Understanding and Impact: We are dedicated to cultivating a clear understanding of the workforce system and optimizing its impact. By continuously assessing and improving our strategies, we aim to enhance the effectiveness of the workforce system, ensuring that it meets the evolving needs of Oregon's diverse population.

Governor's Support and Accountability: We seek to be embraced by the Governor as a trusted and accountable convener, an empowered facilitator, and an informed advisor. Our commitment to transparency, collaboration, and results-driven approaches reinforces our role as a key partner in driving Oregon's economic growth and prosperity.

Strategic Alignment Across Sectors: We recognize the importance of strategic and close alignment between education, economic development, and workforce development. By fostering partnerships with both public and private stakeholders, we aim to create a cohesive and synergistic approach that maximizes the impact of our collective efforts. This alignment ensures that education and training opportunities are directly responsive to the needs of employers and the broader economy.

Through these imperatives, we strive to create a dynamic and responsive workforce ecosystem that not only meets the immediate demands of the job market but also contributes to the long-term equitable prosperity of all Oregonians.



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:

Northwest Oregon Work's goals, strategies, programs, and projects are strategically aligned with the priorities set in September 2023 through Joint Priority Setting, contributing to the overarching vision of equitable prosperity for all Oregonians. Here's how NOW addresses each priority:

Concretely Improve Employer-Workforce System Connection:

Goal: Strengthening the connection between employers and the workforce system.

Strategies: Implement outreach initiatives to engage employers, fostering partnerships that align with economic development priorities. Develop industry-specific training programs to address skill gaps identified by employers.

Programs/Projects: Launch employer-focused forums, facilitating direct communication channels between employers and the workforce system. Introduce initiatives to streamline the hiring process and enhance employer satisfaction with workforce services. Working in conjunction with the Oregon Employment Department to meet the needs of Oregonians in our diverse region.

Concretely Deepen Integration of K-12 Education:

Goal: Enhancing integration of K-12 education within the workforce system.

Collaborate with local school districts to align with workforce needs. Implement partnerships connecting high school students with industry professionals in conjunction with higher education and the Oregon Employment Department.

Programs/Projects: Partner with higher education and OED to pave career exploration programs for K-12 students, integrating real-world experiences and insights. Establish a seamless pathway for students to transition from K-12 education to work-based learning opportunities.

Northwest Oregon Work's goals, strategies, programs, and projects are strategically aligned with the priorities set in September 2023 through Joint Priority Setting, contributing to the overarching vision of equitable prosperity for all Oregonians. Here's how NOW addresses each priority:



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Improve Workforce System Impact Through Work-Based Learning:

Goal: Enhancing the impact of the workforce system through targeted investments in work-based learning.

Strategies: Identified in our key sectors for work-based learning initiatives. Establish partnerships with businesses to create apprenticeship and internship programs.

Programs/Projects: Launch apprenticeship programs in high-demand industries, providing participants with hands-on experience. Partner with higher education in our region to expand internship opportunities with local employers, creating a pipeline for skilled workers.

Advance Equity in Access to Education and Training:

Goal: Identifying and closing gaps in participant access to education, training, and job placement services.

Strategies: Conduct equity assessments with partners to identify barriers to access. Develop targeted outreach programs for underrepresented communities.

Programs/Projects: Raise awareness of available financial assistance programs for individuals facing economic challenges. Establish community partnerships to extend services to marginalized populations, ensuring equitable access to educational and training opportunities.

Align Data for Shared State and Local Performance Reports:

Goal: Completing necessary steps to align data for shared performance reports.

Strategies: Invest in technology and systems to streamline data integration. Collaborate with state agencies to establish standardized reporting protocols.

Programs/Projects: Implement a data governance framework to ensure consistency and accuracy. Develop training programs for staff to enhance data management skills. Facilitate regular meetings with state partners to review and align performance metrics.

Through these comprehensive goals, strategies, programs, and projects, NOW actively contributes to achieving the priorities set in September 2023, fostering a workforce system that is responsive, inclusive, and impactful in driving equitable prosperity for the community.





High Performing Board

1.4 20 CFR 679.560(b)(17): 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:

- .Communicate the Vision for the workforce system;
- Model and manage Strategic Partnerships that achieve the vision; and
- .Use data and accountability systems to Keep the System Accountable to the vision.
- These are not exclusive to state workforce boards.

2. In A Call to Action for Workforce Development Boards, the United States Department of Labor outlines four strategic roles that all high-performing boards will play:

- Strategist: Understanding trends, setting the collective vision.
- Convener: Bring partners together, align services and vision.
- Manager: Design and manage customer-centered service delivery.
- Optimizer: Use data to drive decisions, continuous improvement.

1.4

Northwest Oregon Work's goals, strategies, programs, and projects align with becoming or remaining a high-performing board, consistent with the frameworks provided by the National Governor's Association and the United States Department of Labor. Here's how NOW fulfills the key roles and strategic roles outlined in both resources:

National Governor's Association Framework:

Communicate the Vision for the Workforce System:

Goal: Clearly articulate a vision for the local workforce system: Northwest Oregon Works will champion impactful workforce solutions, Northwest Oregon Works will act as a catalyst in workforce development to provide leadership, create connections, foster partnerships, and make investments that address the employment needs of individuals and the business community.

Strategies: Develop and disseminate a strategic plan that outlines the vision and objectives. Implement communication campaigns to engage stakeholders and the community in understanding the workforce system's goals.

Model and Manage Strategic Partnerships:


Goal: Build and manage strategic partnerships that align with the workforce system vision.

Strategies: Actively engage with local businesses, educational institutions, and community organizations. Foster collaborative relationships through memoranda of understanding and partnership agreements.

Use Data and Accountability Systems to Keep the System Accountable:

Goal: Establish robust data and accountability systems to track progress and outcomes working with community and state partners.

Strategies: Continue to invest in current data management systems to collect and analyze relevant workforce data. Establish performance metrics aligned with the vision and regularly report on progress. Implement accountability measures to ensure continuous improvement.





U.S. Department of Labor Strategic Roles:

Strategist (Understanding Trends, Setting the Collective Vision): Goal:

Stay informed about workforce trends and set a collective vision for the community that is unique to our 5 county region.

Strategies: Conduct regular environmental scans to identify industry trends and workforce needs. Facilitate strategic planning sessions with stakeholders to collectively set and update the vision for the local workforce system. Work with our local board and community to update strategic planning.

Convener (Bring Partners Together, Align Services and Vision):

Goal: Facilitate collaboration among partners to align services and visions.

Strategies: Organize regular convening events, such as forums and discussions, to bring together key stakeholders. Facilitate working groups to align services and coordinate efforts across our 4 different sectors.

Manager (Design and Manage Customer-Centered Service Delivery):

Goal: Design and manage services that are customer-centered and responsive to community needs.

Strategies: Implement customer feedback mechanisms to enhance service design. Develop and manage programs that address the evolving needs of job seekers and employers. Ensure service delivery is efficient, effective, and customer-focused.

Optimizer (Use Data to Drive Decisions, Continuous Improvement):

Goal: Optimize operations through data-driven decision-making and continuous improvement in conjunction with state and local partners.

Strategies: Establish a culture of data-driven decision-making within the workforce system. Implement regular evaluations and assessments to identify areas for improvement. Use data analytics to optimize program effectiveness and efficiency.

By embracing these roles and strategies, NOW is positioned to be a high-performing entity, providing effective leadership to the entire education and workforce system and driving sustainable change in pursuit of equitable prosperity for the community.

Section 2: Data and Analysis

It is expected that Section 2 include both data and relevant analysis for each local area. Further, it is expected that Questions 2.1 – 2.3 will be a collaborative effort between the local workforce development board and the Oregon Employment Department's regional economist and workforce analyst stationed in each local area.

Please answer the questions in Section 2 in eight (8) pages or less. Provide a response for all items identified. Please limit the inclusion of tables and charts to those that are critical to your analysis. Reports and/or expanded analysis can be included as links and/or attachments.

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

The economy of Northwest Oregon supported 103,000 payroll jobs, excluding self-employment and most agricultural jobs, in February 2020. The region lost nearly 18,000 of these jobs in two months as the pandemic recession hit. The five counties have regained more than 19,000 jobs from that low point in April 2020. As of November 2023 Northwest Oregon has passed their pre-recession level by more than 1,400 jobs.

COVID-19 has had a large impact on industries and employment in our area but the five counties had different experiences during the ensuing recession. Benton and Tillamook counties had job losses (12% and 16% respectively) similar to the state as a whole. Lincoln and Clatsop counties, which have large retail and leisure and hospitality sectors, suffered major closures and shed 26% and 25%, respectively, of their nonfarm jobs. The job recovery has varied for the counties as well with three surpassing their pre-recession employment levels while two counties are very close to recovery, but still below their pre-recession employment levels. Columbia and Clatsop counties' employment levels are -0.6% and -0.9%, respectively, below their pre-recession levels. Tillamook County employment is 2% or 180 jobs above its pre-recession level. Strong growth in food manufacturing and construction have led the recovery in Tillamook County. Lincoln County's employment is 1.5% or 270 jobs above its pre-recession level; strong job growth has occurred in construction, financial activities and Lincoln County's important leisure and hospitality sector. Benton County's employment level is 2.8% or 1,220 jobs above its pre-recession level. Benton County's employment recovery has been led by professional and business services and in local government education, which includes Oregon State University.

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

NOW prioritizes Manufacturing, Health Care, Leisure and Hospitality, and Maritime as in-demand industries. These four targeted industries provided about 43,500 jobs to the region in 2022, making them some of the largest in Northwest Oregon. The Oregon Employment Department's high-demand Occupations for Northwest Oregon indicates that high-demand occupations with the most openings are those working in leisure and hospitality and in health care. Registered nurses, dental hygienists and pharmacy technicians are some of the largest high-demand healthcare occupations in Northwest Oregon. High-demand manufacturing occupations include sawing machine setters, machinists, and industrial machinery mechanics. Occupations in the maritime cluster such as mobile equipment mechanics, sailors and marine oilers, and welders are all high-demand occupations in Northwest Oregon.

The healthcare sector comprises ambulatory health care, hospitals, nursing and residential care facilities, and social assistance. Payroll employment in Northwest Oregon in 2022 (the most recent year for region-wide geocoded data) was about 13,700 and the industry's average wage was \$61,422. The average wage for all industries was \$53,888. The Oregon Employment Department expects healthcare in Northwest Oregon to grow by 14% from 2022 to 2032, adding nearly 2,000 additional jobs.

Northwest Oregon has a diverse manufacturing industry that comprises firms from every NAICS subsector. The sector employed 9,100 people in 2022 and paid an average wage of \$72,992. Although manufacturing is projected to grow by only 3% (+280 jobs) from 2022 to 2032, it is such a large sector that it should generate over 9,500 total occupational openings due to a large cohort of retirees over the ten years. Manufacturing lost only 610 jobs during the pandemic recession, but it is recovering slowly and has 110 jobs yet to go before returning to its pre-pandemic level.

Most information about the maritime sector in Oregon comes from a 2017 study of the industry. Maritime employed about 19,000 people statewide in 2017; about 3,000 of these jobs are in Northwest Oregon. Many of the records have no pay information included and only limited occupational information. The maritime sector is expected to grow 8% from 2021 to 2031 and provide about 8,500 total occupational openings statewide. The average wage for those occupations covered by unemployment insurance was \$72,455 in 2022. The highest wages were in some of the transportation, fishing, and wholesale industries. The median wage in 2023 for captains and mates was nearly \$52 per hour, and for sailors it was \$40 per hour.

Leisure and hospitality employed about 17,100 people in 2019. Most of the supersector's employment is in accommodations and food services, and this is also the largest industry sector in Northwest Oregon. Leisure and hospitality functions largely as a traded sector in Northwest Oregon, although Columbia County is probably an exception. In Northwest Oregon the leisure and hospitality sector lost more jobs (-8,750) than any other, a 54% employment decreased in the spring of 2020. Leisure and hospitality has recovered, despite those steep losses. In November 2023 the sector's employment is 110 jobs above its level in November 2019, prior to the recession. Leisure and hospitality is projected to add 2,730 jobs (+17%) from 2022 to 2032 and provide an unparalleled nearly 33,000 occupational openings. Although the industry's average wage was only \$28,658 in 2022, this is partly due to its large share of part-time jobs. Leisure and hospitality is such a large and varied sector that some of its more than 100 occupations do pay well and are in high demand.

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

In 2022 Northwest Oregon had roughly 6,600 job vacancies at any given time in 2022. Although down from 2021, this was still roughly double the number of vacancies seen in Northwest Oregon in 2019 prior to the pandemic when there were about 3,300 vacancies.

Of the over 6,660 jobs vacancies in Northwest Oregon, the leisure and hospitality sector accounted for nearly 1,700 of those vacancies or 25% of all vacancies in the area. Health care and social assistance accounted for 23% of the vacancies in the area. Those two targeted sectors account for nearly half of all the vacancies in Northwest Oregon.

Manufacturing accounted for 440 vacancies or roughly 7% of Northwest Oregon's job vacancies in 2022.

The maritime sector is quite difficult to measure employer needs because so many fishing businesses are not covered under Oregon's unemployment insurance program. Oregon's employers covered by unemployment insurance comprise the universe for the Oregon Employment Department's Job Vacancy Survey, so large parts of the maritime sector are not surveyed in the Oregon Employment Department's vacancy survey.

Job vacancies by occupation in Northwest Oregon show that food preparation and serving related occupations and health care related support occupations had the most job vacancies in 2022 in Northwest Oregon.


2.1 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.

From 2022 to 2032, Northwest Oregon is projected to add close to 10,100 new jobs and have nearly 142,000 job openings. Nearly 93% of total job openings are projected to be due to replacements, when someone leaves an occupation to either seek work in another field or leave the labor force for other reasons. Almost half (48%) of the total job openings from 2022 to 2032 in Northwest Oregon will require a high school diploma in order to have a competitive level of education. Nearly one-in-five



From 2022 to 2032, Northwest Oregon is projected to add close to 10,100 new jobs and have nearly 142,000 job openings. Nearly 93% of total job openings are projected to be due to replacements, when someone leaves an occupation to either seek work in another field or leave the labor force for other reasons. Almost half (48%) of the total job openings from 2022 to 2032 in Northwest Oregon will require a high school diploma in order to have a competitive level of education. Nearly one-in-five (19%) will require postsecondary training (non-degree) to be competitive; that slightly less than the state overall in which 22% of jobs will require postsecondary training to be competitive. Over one-fifth (21%) of job openings in NW Oregon will require a bachelor's degree or higher in order to be competitive, nearly the same as the statewide average of 23 percent.


Workers across all occupations need to have high levels of interpersonal skills and computer literacy in order to meet the demands of employers in the region. Computer literacy skills such as how to use email, spreadsheet and word processing software, and the use of web-based applications are necessary for workers to do everything from communicate with coworkers to completing administrative tasks such as time tracking. Further, as technology becomes more enmeshed into the fabric of business, workers across all occupations are required to navigate and use computer applications in more and more aspects of their work.

2.4 B.

Amongst healthcare occupations in Northwest Oregon, over half (58%) will require post-secondary education to be competitive, 1 in 20 will require an associate's degree, nearly one fifth (16%) will require a bachelor's degree, and around 1 in 10 will require a master's degree or higher. The three occupations that will have the most openings over the next decade are personal care aides, registered nurses, and medical assistants. These occupations all demand workers with medical competence and training but also interpersonal communication skills to help patients feel comfortable with their treatment options.

While education plays less of a role in production occupations within manufacturing, many of these jobs require post-secondary education to be competitive. Some of the top occupations in the manufacturing sector are industrial machinery mechanics, machine operators, and first line supervisors of production and operating workers. These occupations demand workers with high levels of mechanical, production and processing, and public safety knowledge and skills. Monitoring, coordination, operation, and control skills are necessary to be successful in these roles.

The leisure and hospitality sector is projected to have the largest number of job openings within the region. Of the nearly 20,000 job openings projected through 2032, 93% (17,870 openings) are projected in accommodations and food services and 7% (1,340 openings) are in arts, entertainment, and recreation. The occupations prioritized for training include maintenance and repair workers, lodging managers, food service managers, supervisors of food preparation workers, bartenders, fitness trainers, supervisors of housekeeping and janitory workers and chefs and head cooks. The skills most requested by NW Oregon employers in the past year's job listings include cleaning, customer service, housekeeping, cooking, guest services, food preparation, scheduling, repair, personal protective equipment (PPE), and laundry services. Though most of these skills can be learned on-the-job, those with postsecondary education and training are more likely to be competitive for advancement into higher wage careers within the industry like supervisory, human resources or management-related occupations.



According to a 2023 report, Oregon's maritime industry is projected to have about 8,000 replacement openings between 2021 and 2031. The jobs with the most employment in the maritime sector include fishers and related fishing workers, meat, poultry, and fish cutters and trimmers, fork lift operators, welders, structural metal fabricators, cargo and freight agents, mobile heavy equipment mechanics, sailors and marine oilers, laborers and freight, stock, and material movers, tank car, truck, and ship loaders. Of those top 10 jobs with the most employment, 80% require only a high school diploma, 10% require postsecondary training (non-degree), and 10% require a bachelor's degree to be competitive in the labor market.

2.520 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.

Total employment in Northwest Oregon averaged about 121,000 in 2022. This is an increase of around 8,000 individuals from the average annual employment level in 2020, during the COVID-19 pandemic, of 113,000. It is also higher than the 2019 average annual employment in the region of 119,000. The seasonally adjusted unemployment rate for the region was 4.3% in 2022. This is lower than the region's long run average unemployment rate of 6.3% and highlights how tight the labor market has become following the COVID-19 recession. The region's unemployment rate rose from 3.3% in March 2020 to a peak of 16.9% in April 2020 and has been declining since. The number of unemployed people is still elevated from its pre-pandemic level. An average of 5,400 people were unemployed in across the region in 2022, an increase of 20% from the 2019 average annual level of 4,500 people.



2.5 B.

The general labor force trends in Northwest Oregon are similar to those of Oregon. The differences are that the labor force in the four non-metro counties tends to be older, with a higher rate of unemployment, and has less formal education. The labor force in Benton County is younger, better education, and usually has a lower unemployment rate compared with the state due to the presence of Oregon State University. In 2022 about 22% of Benton County's labor force was ages 20 to 24 compared with about 9% statewide.

2.5 C

Because of OSU, the local area has more people with training and degrees than will be required for the area's job openings expected in the near future. This is highlighted by the over 56,000 job openings through 2032 that will require less than high school education while the region only has about about 25,000 people who lack a high school diploma. In every other level of typical entry-level education, Northwest Oregon currently surpasses the need of educated individuals. However, Northwest Oregon falls short of the individuals necessary to fill all of the projected openings for jobs where a high school diploma or equivalent is the educational level necessary to be competitive for a position. While there were over 63,000 individuals with a high school diploma or equivalent in 2022, there are a predicted 68,000 job openings through 2032 where a high school diploma or equivalent is necessary to be competitive.

When viewing educational attainment by race in Northwest Oregon, Asian's have the highest level of educational attainment, with 94.8% of Asians over 18 having a high school diploma, and 64.4% having a bachelor's degree or higher. On the other end of the spectrum, American Indian or Alaska Native's have the lowest level of educational attainment, with 76.6% over the age of 18 having a high school diploma and 13% having a bachelor's degree or higher. 76% of individuals of Hispanic or Latino origin have high school diplomas or equivalents, and 21.8% have a bachelor's degree or higher.

The community colleges in the Northwest workforce area conduct placement testing that offers additional insight into skills held by the population. Results of the tests are available from Clatsop Community College Oregon Coast Community College and Linn Benton Community College. Although some of the tests differ, the results can be summarized as either placing a student in a preparatory class or a college-level class.

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.

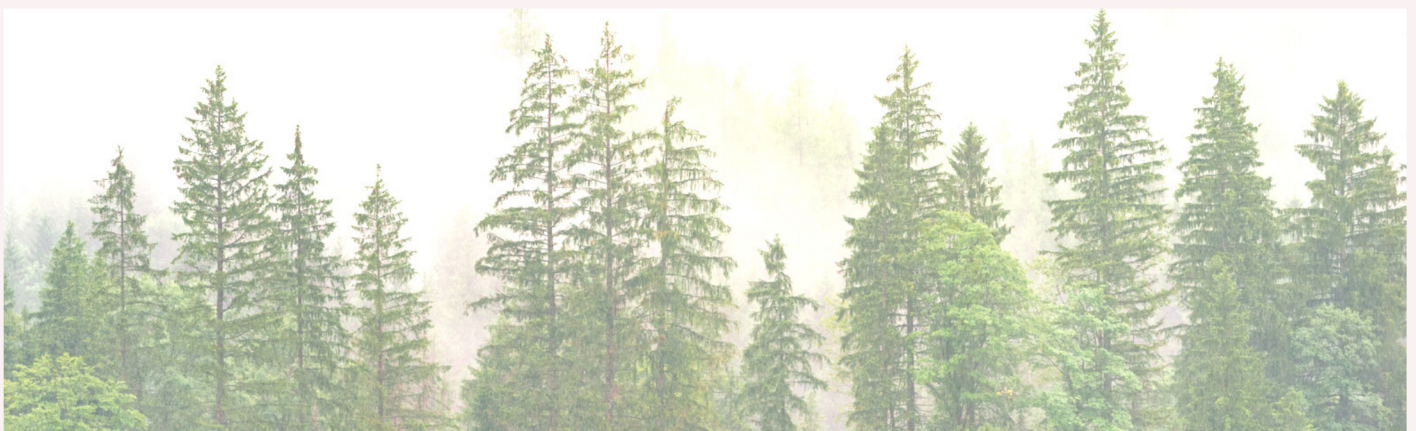
B. Based on this analysis, describe the local investment strategy toward Priority Populations.

2.6 A.

In light of the Economic and Workforce Analysis, along with insights from Northwest Oregon Works understanding of the community, several populations and communities are prioritized for services in the local area. These priority groups encompass unemployed and underemployed individuals, with a specific focus on those grappling with challenges in securing stable employment. Additionally, low-income residents are targeted for support, addressing barriers to economic mobility through programs that enhance financial literacy and job skills. The local board also recognizes the importance of addressing disparities faced by underrepresented minorities, advocating for targeted outreach and support initiatives. Young individuals entering the workforce or seeking educational opportunities, individuals with disabilities, veterans, immigrants, refugees, single parents, and older workers are all acknowledged as priority populations. Moreover, special attention is given to the unique challenges faced by residents in rural communities, emphasizing initiatives that bridge the urban-rural gap and provide tailored resources and training. This comprehensive approach ensures that services are precisely aligned with the diverse needs of the local community, promoting inclusivity and equitable access to opportunities.

2.6 B.

The local investment strategy towards Priority Populations is characterized by a targeted and comprehensive approach aimed at addressing the specific needs and challenges faced by identified groups. Building on insights from the Economic and Workforce Analysis, the strategy involves the development and implementation of tailored programs and services to meet the unique needs of Priority Populations, including targeted training initiatives, mentorship programs, and support services. Strategic partnerships and collaborations with community organizations, state and local service providers are fostered to enhance the effectiveness of interventions, ensuring a holistic range of resources. The approach prioritizes accessible outreach strategies, cultural competency, and inclusivity to engage individuals within these populations effectively. Skill development and training opportunities align with current and future job market needs, and supportive services address holistic well-being. Robust monitoring and evaluation mechanisms are in place to assess the impact of the investment strategy, ensuring adaptability and responsiveness to evolving community dynamics. In essence, NOW's investment strategy seeks to create a responsive, inclusive, and impactful system that fosters equitable prosperity and opportunities for all members of the diverse community we serve.



Key Definition

In-Demand: WIOA section 3(23) defines “in-demand industry sector or occupation” as,

- an industry sector that has a substantial current or potential impact (including through jobs that lead to economic self-sufficiency and opportunities for advancement) on the State, regional, or local economy, as appropriate, and that contributes to the growth or stability of other supporting businesses, or the growth of other industry sectors; or
- an occupation that currently has or is projected to have a number of positions (including positions that lead to economic self-sufficiency and opportunities for advancement) in an industry sector so as to have a significant impact on the State, regional, or local economy, as appropriate.
- The determination of whether an industry sector or occupation is in-demand under this paragraph shall be made by the State board or local board, as appropriate, using State and regional business and labor market projections, including the use of labor market information

Section 3: Alignment and Improvement.

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

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

3.1

Northwest Oregon Works is dedicated to making strategic, data-driven investments in innovative solutions that positively impact the local workforce and business community. Collaborating with partners, we aim to align resources more effectively and enhance coordination of service delivery, thereby supporting the Workforce Talent Development Board's vision of equitable prosperity for all Oregonians. Our commitment extends to championing the development of impactful workforce solutions and mobilizing innovative ideas and proven practices. We have continued to implement a program focused on behavioral health pathways in our five-county area, placing a strong emphasis on supporting equity and inclusion. To spearhead this initiative, we've recruited a bilingual, bicultural staff person and are directly investing in career pathways for BIPOC communities in behavioral health. Strengthening partnerships with organizations like El Centro and Casa Latinos Unidos, we are also actively integrating an equity lens into our board member recruitment, procurement practices, and service delivery approaches. In line with the WTDB's mission, we continue to prioritize key industry sectors and occupational clusters in our local area, particularly healthcare, manufacturing, maritime, and leisure and hospitality. Notably, the latter has gained increased attention due to the substantial impact of COVID-19 on this industry, which is integral to our coastal economy. As investors in workforce development, we commit to ensuring that our choices are guided by data, establishing and monitoring performance based on measurable outcomes and return on investment. Our proactive approach involves seeking additional resources for workforce development and leveraging existing ones.

Recognizing common barriers to employment in our area, including insufficient education, disabilities, low income, non-English speaking, and residing in rural Oregon, we strive to address these challenges through the programs and services offered by our contracted service provider. This comprehensive approach reflects our dedication to fostering equitable prosperity for all Oregonians in the Northwest area.

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

The strategic objectives of Northwest Oregon Works (NOW) closely align with and contribute significantly to the priorities outlined by the Workforce Talent Development Board (WTDB). Addressing the predominantly rural landscape of Northwest Oregon, NOW has devised a comprehensive service delivery approach that combines web-based technology, community partnerships, and traditional in-person services. This inclusive strategy caters to individuals facing barriers related to transportation and available resources, especially in rural areas. NOW's commitment to virtual service delivery recognizes the challenges of accessing brick-and-mortar career centers in these regions, and strategic partnerships with entities like the Siletz Clinic underscore efforts to support tribal communities.

NOW's success in advancing public-private partnerships is evident through initiatives like the INSEAM program and a maritime welding apprenticeship, demonstrating the effective expansion of the workforce system's reach. Collaborations with local Chambers of Commerce, employer associations, and various healthcare industry partners further amplify NOW's dedication to meeting the diverse demands of different sectors. Pioneering bold initiatives, NOW champions the development of programs like the maritime welding program and sewing courses, driven by direct industry input to ensure trained and qualified workers are provided in response to industry needs.

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The organization's sector work is characterized by data-informed investments, gathering insights from local employers to develop innovative and customized training programs. Collaborations with system partners and local boards ensure a cohesive and results-oriented approach to workforce system programs and services. Actively increasing awareness and access to workforce system programs, NOW invests strategically in signage, outreach materials, and participation in job fairs, community events, and networking opportunities with local partners.

NOW's collaboration with the Oregon Employment Department and regular presentations by regional economists to the Board of Directors contribute to a nuanced understanding of wages required for self-sufficiency. This ensures that data-driven decisions guide investments and advocacy efforts. Through contracts with Equus and CSC, NOW provides access to Equus Academy, offering over 4,000 career-enhancing courses addressing the needs expressed by employers for enhanced problem-solving and critical thinking skills. NOW's proactive approach extends to the development of programs supporting industry-driven credentials, including the sewers program, medical assistant apprenticeship program, and maritime welding program. Collaboration with community colleges ensures these programs are included in the Eligible Training Provider List (ETPL), aligning with the broader goal of progress toward adult attainment by expanding access to credentials, certificates, and degrees for local customers. Overall, NOW's multifaceted strategies reflect a commitment to innovation, collaboration, and responsiveness, contributing significantly to equitable prosperity for the Northwest Oregon community

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

3.3

Building upon the comprehensive strategies outlined in the previous response, NOW, Northwest Oregon Works (NOW), is committed to a robust coordination effort with relevant secondary and postsecondary education programs and activities in the local area. This coordination extends to various initiatives, including Essential Employability Skills (as defined) and Career and Technical Education (CTE) Programs of Study. NOW's engagement with secondary and postsecondary institutions ensures a seamless alignment between workforce development priorities and educational programs. The organization actively collaborates with community colleges, educational partners, and training providers to integrate Essential Employability Skills into curricula, addressing the specific needs identified by employers.




NOW's involvement in public-private partnerships and sector work involves continuous communication with educational institutions to align training programs with industry demands, thereby avoiding duplication of services. The development of industry-driven programs, such as the maritime welding program and sewing courses, serves as a testament to NOW's commitment to creating tailored training opportunities that directly respond to the needs of local employers. Collaborative efforts with community colleges, including Portland Community College and Oregon Coast Community College, ensure these programs are not only relevant but are also included in the Eligible Training Provider List (ETPL), streamlining access for local INOW actively participates in initiatives that focus on results for key industries, championing programs that support industry-driven credentials. By coordinating with educational partners, NOW facilitates the creation of pathways that equip individuals with essential employability skills, enhancing their readiness for the workforce. This collaborative approach reinforces the integration of education and workforce development, contributing to the overall mission of advancing equitable prosperity for all Oregonians in the Northwest area. The emphasis on avoiding duplication, aligning strategies, and enhancing services underscores NOW's commitment to creating a synergistic relationship between education and workforce development, fostering a seamless transition for individuals pursuing education and career pathways in the local area

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

3.4

In alignment with its comprehensive approach to workforce development, Northwest Oregon Works (NOW) ensures effective coordination between WIOA Title I workforce investment activities and adult education and literacy activities under WIOA Title II. NOW actively engages in collaborative efforts with adult education and literacy providers to integrate their services seamlessly into the broader workforce development framework. This coordination involves ongoing communication and partnership-building with adult education providers, community colleges, and other educational institutions to align programs and services with the workforce needs identified by local employers.

To facilitate this coordination, NOW participates in systematic review of local applications submitted under WIOA Title II, adhering to the guidelines outlined in 20 CFR 679.370(n). The local participates in evaluating these applications, ensuring consistency with the overarching goals of the workforce development strategy. By actively participating in the review process, NOW ensures that adult education and literacy activities are strategically aligned with the workforce investment activities under WIOA Title I. This collaborative approach not only fosters synergy between the two titles but also streamlines the integration of essential employability skills and career pathways into adult education programs, promoting a seamless transition for individuals seeking educational and workforce development opportunities in the local area. Ultimately, this coordination reinforces NOW's commitment to advancing equitable prosperity by creating a cohesive and effective system that meets the diverse needs of the Northwest Oregon community.



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.

\$3,432,500

Northwest Oregon Works has \$3,432,500 of funding that can be leveraged with our WIOA and General Funds. These funds are in the following buckets:

YDD	\$250,000
FRO	\$1,004,00
Navigator	\$1,000,000
HOW TO	\$215,000
SYEP	\$61,000
OYEP	\$347,000
Additional OYEP	\$46,000
SAEEI	\$113,500
IHN	\$291,000
Col-Pac	\$72,000
Misc.Other	\$33,003



The above funds can be leveraged to support regional youth with training and employment opportunities, such as expanding the pre-apprenticeship program at the Oregon Coast Community College, providing paid work-based-learning opportunities, GED attainment, career connected learning with our CTE partners, and cohort training with our community colleges and STEM Hubs.

Additionally, the funds can be leveraged with older youth and adults to support participants in Oregon's first-ever Behavioral Health CADC apprenticeship program, initiated by NOW in January 2021. The HOW TO, IHN and Col-Pac funds can all be leveraged with older youth and adults for multi-level training in the behavioral health field, one of NOW's four primary sectors identified for investment.

3.5 B

NOW continues to pursue diversified funding from Oregon and National foundations and other state agencies. NOW has a professional services agreement with a grant-writer who watches multiple websites for notifications of funding opportunities. The current contracted grant-writer has written several successful grant proposals, including past Youth Development Division (YDD) grants, and the HOWTO grant through the Oregon Health Authority. NOW's grant-writer is currently working on two additional grant proposals during the writing of this plan.

Additionally, NOW has several staff members who routinely monitor state agency and foundation websites for funding opportunities. Among the successful grant proposals submitted are current YDD grants, IHN grant, Col-Pac grant, as well as required narratives for the Future Ready Oregon (FRO) funds and Workforce Navigator Funds.


NOW also engages with state legislators who advocate for funding unique to the region, e.g., Maritime Workforce Training, through the legislative process. There is approximately \$1 million pending from this bill. NOW also engages in statewide initiatives through the Executive Director's membership with Oregon Workforce Partnership (OWP). OWP is an association of the nine Local Workforce Boards (LWB) across the state. Two successful grant applications submitted by OWP have been a DOL Pathways grant and a Workforce Ready grant through FRO to provide training and career services to formerly incarcerated individuals.

Finally, NOW actively works to find funding opportunities to submit grant proposals with other LWBs, e.g., NOW is a partner with two other LWBs on a Coastal Hospitality Planning Grant. If successful with the planning portion of the grant, the three LWBs will pursue a \$3 million Implementation grant. NOW would like to replicate this model with other boards and other projects.

3.5 C.

Northwest Oregon Works (NOW) employs a proactive approach to acquiring additional and future leveraged funds to bolster the local workforce development system. NOW utilizes a multifaceted strategy that involves cultivating partnerships, engaging with diverse stakeholders, and seeking opportunities for collaboration with public and private entities. The key strategies include:

Partnership Building: NOW actively fosters relationships with local businesses, industry associations, educational institutions, and community organizations. By establishing strong partnerships, NOW aims to leverage resources, secure funding commitments, and create mutually beneficial collaborations that enhance the overall workforce development ecosystem.



Grant Opportunities: NOW continuously explores and pursues grant opportunities at the federal, state, and local levels. This includes grants from government agencies, private foundations, and industry-specific initiatives. NOW stays informed about available funding streams and crafts competitive grant proposals aligned with the workforce development priorities of the community.

Private Sector Engagement: Recognizing the importance of private sector involvement, NOW engages with employers and industry leaders to explore funding partnerships. This may involve employer-sponsored training programs, internship initiatives, or direct financial contributions to support specific workforce development projects.

Community Engagement and Philanthropy: NOW actively participates in community engagement efforts and seeks support from philanthropic organizations that share an interest in workforce development. By aligning with community priorities and demonstrating the impact of their initiatives, NOW aims to attract philanthropic funding to supplement existing resources.

Advocacy and Legislative Support: NOW engages in advocacy efforts to highlight the importance of workforce development to policymakers. By advocating for workforce-related funding at the local, state, and federal levels, NOW seeks to influence legislative decisions and secure additional resources for the workforce development system.

Innovative Program Design: NOW focuses on designing innovative and impactful workforce development programs that attract attention and support from various funding sources. By staying at the forefront of industry trends and anticipating the evolving needs of the workforce, NOW positions itself to secure funding for forward-thinking initiatives.

Data-Driven Decision-Making: NOW emphasizes the use of data to demonstrate the effectiveness of existing programs. By showcasing successful outcomes and the positive impact on the local workforce, the board aims to attract investments from public and private stakeholders who recognize the value of their initiatives. By implementing these strategies, NOW seeks to diversify funding sources, ensure sustainability, and enhance the capacity of the workforce development system to meet the evolving needs of the Northwest Oregon community.





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.

In Northwest Oregon, NOW has actively fostered next-generation sector partnerships in pivotal industries to strengthen the region's workforce and promote economic development. The manufacturing sector partnership responds to the region's economic backbone, aligning workforce strategies with industry needs to cultivate a skilled workforce. Recent outcomes include targeted training programs and heightened collaboration between educational institutions and manufacturing firms. Similarly, the maritime sector partnership focuses on enhancing workforce skills and safety standards to support the area's maritime-related businesses. Noteworthy outcomes include specialized training programs for maritime occupations and the establishment of safety protocols. The healthcare sector partnership addresses the growing demand for skilled professionals, promoting diversity and improving patient care quality. Recent successes involve the creation of healthcare career pathways and increased representation of underrepresented groups. The hospitality sector partnership recognizes the significance of accommodations and food services to the local economy, aiming to address workforce needs and elevate service quality. Outcomes include tailored training programs and the establishment of career pathways within the hospitality sector. Each sector partnership aligns with broader industry consortia efforts, contributing to collaborative solutions for common challenges and fostering the sustained growth of these crucial industries in Northwest Oregon.

Currently, the Northwest Oregon Workforce Investment Board (NOW) prioritizes Manufacturing, Health Care, Leisure and Hospitality, and Maritime as key in-demand industries. These sectors collectively provided approximately 40,000 jobs before the pandemic, playing pivotal roles in shaping the region's employment landscape.

The Oregon Employment Department's Occupational Prioritization for Training (OP4T) underscores the significance of the health care sector, with medical assistants, registered nurses, and nursing assistants ranking among the top occupations. In manufacturing, priority occupations include electrical and electronics engineering technicians, machinists, and industrial machinery mechanics. Occupations in the maritime cluster, such as mobile equipment mechanics, captains and mates, ships engineers, and welders, continue to hold prestigious rankings.





The health care sector in Northwest Oregon, covering ambulatory health care, hospitals, nursing and residential care facilities, and social assistance, employed approximately 14,100 people in 2019, with an average wage of \$53,083. The industry is poised to grow by 9% from 2019 to 2029, adding 1,200 jobs and creating about 15,100 total occupational openings.

Northwest Oregon's diverse manufacturing industry, with 9,200 employees in 2019 and an average wage of \$65,233, is projected to experience a 2% growth from 2019 to 2029, generating nearly 10,400 total occupational openings due to retirements. Despite a loss of 620 jobs during the pandemic, the sector is on a gradual path to recovery, with 400 jobs remaining to reach pre-pandemic levels.

The maritime sector in Northwest Oregon, employing about 3,000 people in 2017, is anticipated to grow by 5% from 2017 to 2027, providing about 7,000 total occupational openings statewide. The average wage for covered occupations in 2017 was \$60,853.

Leisure and hospitality, with approximately 18,500 employees in 2019, is a cornerstone sector in Northwest Oregon, particularly in accommodations and food services. Despite a setback of 8,700 jobs, the sector is projected to add 1,290 jobs (8%) from 2019 to 2029, creating 30,000 occupational openings. While the industry's average wage was \$23,121 in 2019, its large share of part-time jobs contributes to this figure, and some occupations within the sector offer competitive salaries and high demand.

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3.6 B

NOW is strategically preparing to establish new next-generation sector partnerships tailored to the unique workforce needs of key industries in Northwest Oregon. These sectors, namely Hospitality and Tourism, Healthcare, Manufacturing, and Maritime, have been identified for focused attention due to their pivotal roles in the local economy. The establishment of a Hospitality and Tourism sector partnership aims to align workforce development with the dynamic demands of this vital industry, ensuring a skilled workforce to sustain and enhance the region's hospitality and tourism landscape. In the Healthcare sector, the partnership will address the specialized skills required, contributing to the region's competitiveness in these critical fields. Additionally, an initiative for Manufacturing will extend the existing manufacturing sector partnership to address the evolving landscape of automation and technological integration. Recognizing the significance of the Maritime industry in our region, a dedicated sector partnership will be initiated to address the unique workforce needs of local maritime companies, fostering safety standards and supporting industry growth. These sector partnerships, designed to align with industry consortia efforts, will foster collaboration and synergy across related industries. Through proactive measures addressing specific trends and workforce needs in these sectors, NOW aims to position Northwest Oregon for sustained growth and competitiveness in key industries.



3.6 C.

In Northwest Oregon, NOW has identified additional sectors where the next-generation sector model is not currently in use, and a strategic approach is devised to address workforce needs in these areas. The targeted sectors include Hospitality, Healthcare, Manufacturing, and Maritime. Recognizing the unique challenges and opportunities within each sector, NOW plans to establish sector partnerships that align with the next-generation model. These partnerships will involve collaboration with industry stakeholders, educational institutions, and community organizations to develop customized training programs, address workforce gaps, and foster innovation. The strategy aims to enhance the competitiveness of these key sectors, ensuring a skilled and adaptable workforce that meets the evolving demands of Northwest Oregon's economy.

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

3.7

Northwest Oregon, NOW employs a comprehensive set of strategies and services to actively engage employers in workforce development programs, with a focus on inclusivity for small employers and those in high-demand industry sectors and occupations. One key strategy is the establishment of sector partnerships, specifically tailored to the needs of industries such as Hospitality, Healthcare, Manufacturing, and Maritime. These partnerships provide a platform for employers to actively participate in shaping workforce development initiatives, ensuring alignment with industry requirements.

To facilitate engagement, NOW utilizes outreach and communication campaigns, leveraging various channels to inform and involve employers. The board collaborates with local Chambers of Commerce, industry associations, and economic development organizations, fostering relationships to reach a diverse range of employers. Small employers are particularly targeted through personalized approaches, recognizing their distinct needs and challenges.

NOW also offers a range of services to employers, including assistance in talent acquisition, training program development, and accessing relevant resources. The board actively promotes work-based learning opportunities, apprenticeships, and on-the-job training, making it easier for employers to participate in skill-building initiatives.

To address the specific needs of small employers, NOW provides streamlined and accessible resources, emphasizing the benefits of workforce development for their businesses. The board facilitates events, discussions, and forums, creating spaces where employers can share insights, challenges, and best practices. NOW fosters an environment for a unique and diverse board with various needs and will continue to hear and develop unique programs to meet our business owners changing needs.

Through these strategies and services, NOW aims to create a dynamic and responsive ecosystem where employers actively engage in shaping workforce development efforts, fostering a skilled and adaptable workforce that aligns with the needs of Northwest Oregon's diverse industries.

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

3.8

In Northwest Oregon, NOW employs a range of strategies and services to support a workforce development system that effectively meets the needs of businesses across various industries. The key focus areas include customization, accessibility, and collaboration:

Customized Training Programs: NOW works closely with employers, community partners, state resources to facilitate and implement customized training programs that address specific skill gaps within their workforce. This tailored approach ensures that training initiatives align precisely with the needs of businesses, fostering a more skilled and relevant workforce.

Sector Partnerships: NOW facilitates sector partnerships that bring together businesses, educational institutions, and community organizations. These partnerships allow for ongoing collaboration to identify industry trends, share insights, and collectively address workforce challenges. By actively involving businesses in these partnerships, NOW ensures that the workforce development system remains responsive to evolving industry needs.

Work-Based Learning Opportunities: NOW promotes and facilitates work-based learning opportunities, including apprenticeships, internships, and on-the-job training. These initiatives allow businesses to actively participate in the skill development of the local workforce, ensuring that individuals gain practical experience aligned with industry requirements.

Outreach and Communication: NOW engages in outreach and communication efforts to keep businesses informed about available workforce development resources, programs, and opportunities. This includes leveraging various communication channels, such as newsletters, workshops, and industry events, to ensure that businesses are aware of and can easily access the support they need.

Employer Services: NOW provides a range of services directly to employers, including talent acquisition support, assistance in navigating available workforce development programs, and guidance on accessing financial incentives for training and hiring. These services are designed to streamline the process for businesses, making it easier for them to engage with the workforce development system.

Data-Driven Decision-Making: NOW emphasizes a data-driven approach, regularly collecting and analyzing labor market information and employer feedback. This ensures that the workforce development system remains adaptive to changing economic conditions and industry demands, allowing for informed decision-making.

Through these strategies and services, NOW aims to build a dynamic and responsive workforce development system that actively supports the needs of businesses, contributing to the economic vitality of Northwest Oregon.



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


3.9

Northwest Oregon, NOW employs a multifaceted approach to enhance the coordination between workforce development programs and economic development, with a specific emphasis on promoting entrepreneurial skills training and microenterprise services. By fostering integrated planning and collaboration between workforce development entities and economic development organizations, NOW ensures that programs align strategically, contributing to the overall growth and resilience of the local economy. Sector-specific initiatives targeting key industries, including Hospitality, Healthcare, Manufacturing, and Maritime, are developed to identify workforce needs and support innovation within these sectors. Entrepreneurial skills training programs are actively promoted to empower individuals aspiring to start their own businesses, fostering a culture of innovation. Additionally, NOW provides vital support to microenterprises through services such as access to financing, business development resources, and mentorship opportunities, contributing to the diversity and sustainability of the local economy. The board organizes networking events, workshops, and resource hubs, facilitating collaboration among entrepreneurs, business leaders, and workforce development professionals. Through community engagement efforts, NOW ensures inclusivity and responsiveness to the unique economic landscape and challenges of the local area. Overall, NOW's coordinated strategies and services aim to create a symbiotic relationship between workforce development and economic development, fostering a thriving and diverse economy in Northwest Oregon.

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

3.10

Northwest Oregon, NOW is dedicated to strengthening linkages between WorkSource Oregon and unemployment insurance programs through a comprehensive approach. The board focuses on integrated service delivery, ensuring a smooth and efficient transition for individuals moving between the unemployment insurance system and the services offered by WorkSource Oregon. Cross-training initiatives and collaboration among staff members facilitate a deeper understanding of both programs, enabling effective referrals and personalized assistance. Coordinated outreach and communication efforts target individuals receiving unemployment benefits, informing them about the array of resources available at WorkSource Oregon, including employment opportunities, training programs, and support services. Robust referral systems are established to streamline the transition process, and shared data systems enhance the exchange of critical information for better coordination. The exploration of co-located services and client-centered navigation ensures a tailored approach to guide individuals towards suitable employment opportunities and training programs based on their unique circumstances and aspirations. Through these strategies, NOW aims to create a seamless and supportive system that optimally serves individuals transitioning from unemployment to reemployment in Northwest Oregon.



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

Northwest Oregon, NOW is dedicated to fostering a robust collaboration with entities within WorkSource Oregon to broaden access to employment, training, education, and supportive services for eligible individuals, with a specific emphasis on those encountering barriers to employment. This commitment involves forging strategic partnerships with various stakeholders, including Worksource Job Centers, educational institutions, and community organizations. Through targeted outreach initiatives and community engagement efforts, NOW aims to raise awareness about available services and opportunities, ensuring that individuals facing barriers are informed and encouraged to access support. The board is committed to tailoring service delivery to address the unique challenges presented by individuals with barriers, employing customized programs, accommodations, and individualized support. Collaborative service planning, skill development, and training initiatives will be prioritized to empower individuals to acquire the skills necessary for sustainable employment. Additionally, NOW will work with WorkSource Oregon entities to coordinate supportive services, addressing barriers such as childcare, transportation, and housing. Continuous feedback mechanisms will be established to gather insights from both service providers and individuals accessing services, facilitating ongoing improvements to meet the evolving needs of the target population. Through these comprehensive strategies, NOW aims to build an inclusive and accessible workforce development system that effectively supports eligible individuals, particularly those with barriers to employment, in Northwest Oregon.

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

NOW is committed to collaborating closely with entities within WorkSource Oregon to facilitate the development of career pathways. This collaboration involves forging strong partnerships with American Job Centers, educational institutions, and community organizations to align resources and expertise. NOW recognizes the importance of career pathways in guiding individuals towards sustainable employment by providing a structured roadmap for skill development and career progression. Through coordinated efforts, NOW will work to identify and map out clear pathways within key industries such as healthcare, manufacturing, maritime, and hospitality. Leveraging the expertise of WorkSource Oregon entities, NOW will design and implement programs that integrate education, training, and work experience, ensuring individuals are equipped with the skills and credentials needed for in-demand occupations. This collaborative approach will also involve engaging employers to align pathway programs with industry needs, fostering a seamless transition for individuals from education and training to employment. NOW will actively participate in the design and implementation of career pathway programs, leveraging the collective resources and insights of WorkSource Oregon to enhance the effectiveness and relevance of these pathways for individuals in Northwest Oregon. Through these coordinated efforts, NOW aims to establish career pathways that lead to sustainable and fulfilling employment opportunities for the local workforce.

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

NOW is committed to fostering collaboration with entities within WorkSource Oregon (WSO) to facilitate co-enrollment in WSO programs. This involves establishing streamlined processes and communication channels to ensure individuals have seamless access to multiple programs and services offered by WSO. NOW will work closely with WSO entities, including American Job Centers and other service providers, to create integrated enrollment mechanisms. This integration aims to eliminate barriers and enhance the efficiency of co-enrollment, allowing individuals to access a comprehensive array of employment, training, education, and supportive services in a coordinated manner. By collaborating with WSO entities, NOW will develop strategies to identify individuals who could benefit from multiple programs, ensuring they are informed about and enrolled in the appropriate services. This collaborative approach seeks to maximize the impact of workforce development initiatives and streamline the participant experience, contributing to the success of individuals seeking employment and career advancement in Northwest Oregon.

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

NOW is dedicated to collaborating closely with entities within WorkSource Oregon (WSO) to enhance access to activities leading to recognized postsecondary credentials. Recognizing the importance of credentials, including industry-recognized certificates and certifications, NOW will work in tandem with WSO entities to develop and implement strategies that facilitate access to relevant educational and training opportunities. This collaboration involves aligning resources, coordinating efforts, and leveraging the expertise of educational institutions and training providers within WSO. NOW will actively engage with WSO to identify programs and initiatives that offer stackable credentials, ensuring individuals can progressively build their skills and qualifications. By enhancing access to these activities, NOW aims to support individuals in obtaining credentials that are portable, industry-recognized, and valuable in the labor market. This collaborative approach will involve promoting awareness of credentialing opportunities, providing guidance on available pathways, and coordinating efforts to remove barriers to participation. Through this partnership with WSO entities, NOW seeks to empower individuals in Northwest Oregon to pursue and attain postsecondary credentials that enhance their employability and open doors to fulfilling career opportunities.



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

Northwest Oregon Works is committed to ensuring the continuous improvement of eligible providers through WorkSource Oregon (WSO) to meet the evolving employment needs of employers, workers, and job seekers in the local area. The local board will establish mechanisms for ongoing evaluation and feedback to assess the performance and effectiveness of eligible providers. This involves implementing regular assessments, surveys, and stakeholder engagement activities to gather input from employers, workers, and job seekers regarding the quality and relevance of services provided by WSO. The local board will collaborate with employers to understand their workforce needs and expectations, ensuring that eligible providers align their offerings with the skills and qualifications sought by the local labor market.


Continuous improvement strategies will be implemented to address identified areas for enhancement, and the local board will work closely with WSO to provide necessary support and resources to eligible providers. This includes facilitating professional development opportunities, sharing best practices, and fostering a culture of innovation and responsiveness within the WSO network. By actively engaging with stakeholders and maintaining a commitment to quality improvement, the local board aims to create a dynamic and responsive workforce development system that effectively serves the employment needs of the local community. Through these efforts, eligible providers within WSO will be empowered to adapt and thrive in the changing landscape of the labor market, ensuring the delivery of high-quality services that benefit employers, workers, and job seekers in Northwest Oregon.

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 Northwest Oregon, recent innovations and promising practices have been implemented to enhance access to programs and services at WorkSource Oregon (WSO) centers, with a strong emphasis on improving case management. The local board has introduced a Benefit Navigator program, designed to provide comprehensive assistance to individuals navigating the complexities of benefit systems. This initiative aims to increase awareness, streamline the process for job seekers seeking support, ensuring they can seamlessly access available benefits and resources.



In Northwest Oregon, recent innovations and promising practices have been implemented to enhance access to programs and services at WorkSource Oregon (WSO) centers, with a strong emphasis on improving case management. The local board has introduced a Benefit Navigator program, designed to provide comprehensive assistance to individuals navigating the complexities of benefit systems. This initiative aims to increase awareness, streamline the process for job seekers seeking support, ensuring they can seamlessly access available benefits and resources.

Additionally, a culturally sensitive program has been established to cater to the diverse needs of the local community. Recognizing the importance of cultural competence in service delivery, the program focuses on providing personalized and culturally relevant case management. Culturally sensitive approaches involve understanding and respecting the unique backgrounds, values, and preferences of individuals, creating an inclusive and supportive environment.

Technology-driven solutions play a pivotal role in these efforts, enabling remote access to resources and virtual services. The implementation of online platforms facilitates convenient interactions for both job seekers and employers, fostering a more efficient and user-friendly experience.

Furthermore, NOW has further integrated data management systems to improve coordination and communication among WSO staff and partners. By leveraging data analytics, the case management process is enhanced, allowing for a more personalized and targeted approach. Predictive modeling helps identify individual preferences, skills, and career goals, contributing to a more tailored and effective service delivery. These collective initiatives showcase the commitment to continuous improvement in the delivery of workforce development services at WSO centers in Northwest Oregon. The Benefit Navigator and culturally sensitive programs, coupled with technology and data-driven approaches, reflect a comprehensive strategy to meet the diverse needs of the community and enhance the overall effectiveness of the workforce development system.



Key Definitions

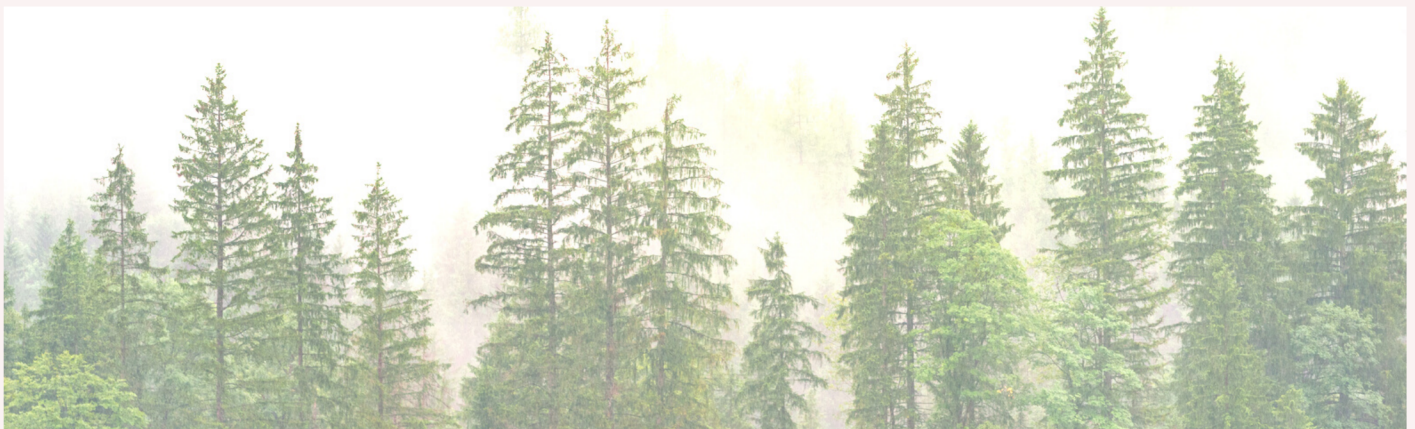
WorkSource Oregon (WSO) Programs: The WTDB approved a WorkSource Oregon Definition dated May 24, 2023 on June 9, 2023. For the purposes of local planning, WorkSource Oregon refers to the “WorkSource Oregon Primary Programs and Resources” included in the definition.

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.



Section 4: Services and Activities

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

EQUUS offers comprehensive career services, including workshops, labor market information, job search assistance, support services, career and financial assessments, work readiness activities, and the National Career Readiness Certificate. NOW prioritizes training in high-demand sectors, showcasing responsiveness to healthcare, manufacturing, and maritime industries. While excelling in healthcare training partnerships with community colleges, challenges during clinical training are being addressed through the development of standards for robust supportive services. Efforts focus on effective training for welding and entry-level manufacturing, enhancing capacity, and refining maritime training to address specific needs.

NOW's commitment extends to reengagement support for individuals requiring a GED for over half of the projected job openings. Collaborating closely with the Oregon Employment Department, NOW and Equus work to bridge the gap between workforce training and unfilled job openings. The strategic partnership between NOW and Equus ensures the alignment of training with industry demands, with a notable emphasis on healthcare, manufacturing, and maritime sectors.

4.1 B

In the local area, adult workforce development activities exhibit several strengths and weaknesses in addressing the education and skill needs of the workforce as well as the employment needs of employers.

Strengths:

Alignment with Industry Demands: The workforce development activities show strength in aligning with the demands of local industries, particularly in healthcare, manufacturing, and maritime sectors. This strategic alignment ensures that training programs are relevant and responsive to the evolving needs of employers.

Effective Healthcare Training Partnerships: Notably, the partnerships with community colleges for healthcare training stand out as a strength. Programs for medical assistants, phlebotomy, certified nursing assistants, and medical administrative training demonstrate a commitment to preparing individuals for critical roles in the healthcare sector.

Capacity Building in Manufacturing: The workforce development efforts have effectively contributed to the growth of manufacturing programs in local community colleges, enhancing the capacity to train individuals for entry-level manufacturing occupations. This reflects a positive response to the increasing demand for skilled workers in the manufacturing industry.

Innovative Maritime Training Programs: The local area showcases strength in offering innovative maritime training programs, recognizing the importance of refining training efforts to meet the specific needs of the maritime sector. This responsiveness contributes to the development of a skilled and competent maritime workforce.

Weaknesses:

Clinical Training Challenges in Healthcare: A notable weakness lies in addressing challenges during clinical portions of healthcare training. Participants face difficulties completing clinical hours, often hindering their ability to work and support themselves financially. Developing standards and guidance to enhance supportive services during clinicals is an ongoing effort to address this weakness.


Capacity Limitations in Manufacturing Incumbent Training: While there has been growth in manufacturing programs, there are acknowledged capacity limitations for training incumbent workers in manufacturing. This points to an area that requires further strengthening, especially considering the demand for upskilling the existing manufacturing workforce.

Unfilled Job Openings: A weakness in the workforce development system is evident in the number of unfilled job openings. Despite collaboration with the Oregon Employment Department and business services teams, there is a need to address this gap, ensuring that trained individuals are successfully placed in available employment opportunities.

In summary, the local adult workforce development activities demonstrate strengths in industry alignment, effective healthcare training partnerships, capacity building in manufacturing, and innovative maritime programs. However, challenges persist in addressing clinical training issues, expanding capacity for incumbent worker training in manufacturing, and bridging the gap between workforce training and unfilled job openings. Ongoing efforts to refine strategies and enhance supportive services aim to mitigate these weaknesses and further strengthen the overall impact of adult workforce development in the local area.

4.1 C

The local area exhibits a varied capacity to provide adult workforce development activities that effectively address the education and skill needs of the workforce, as well as the employment needs of employers.



The local area exhibits a varied capacity to provide adult workforce development activities that effectively address the education and skill needs of the workforce, as well as the employment needs of employers.

Capacity Strengths:

1. Industry-Responsive Programs: There is a notable capacity to develop and implement industry-responsive training programs. The workforce development activities are strategically aligned with the demands of key local industries, such as healthcare, manufacturing, and maritime sectors. This ensures that training initiatives are designed to meet the specific skill requirements of employers in these sectors.

2. Effective Healthcare Training Partnerships: The local area demonstrates a strong capacity for healthcare training, facilitated through effective partnerships with community colleges. Programs for medical assistants, phlebotomy, certified nursing assistants, and medical administrative training showcase the ability to collaborate with educational institutions to meet the workforce needs of the healthcare industry.

3. Innovative Maritime Training Programs: Capacity is evident in providing innovative maritime training programs, indicating a proactive approach to refining training efforts and addressing the evolving needs of the maritime sector. This reflects a commitment to staying ahead of industry changes and ensuring a skilled workforce.


4. Collaboration for Capacity Building: The partnerships with community colleges and other training providers indicate a collaborative approach to building capacity. This is particularly evident in the growth of manufacturing programs, demonstrating an ability to collaborate with educational institutions to expand training opportunities.

Capacity Challenges:

1. Clinical Training Challenges in Healthcare: Challenges are identified in the capacity to address issues during clinical portions of healthcare training. Participants often struggle to complete clinical hours due to the demanding nature of the training, presenting a challenge in providing adequate support. Efforts are underway to develop standards and guidance to enhance supportive services during clinicals.

2. Limitations in Manufacturing Incumbent Training: While there is capacity for growing manufacturing programs, limitations exist in providing training for incumbent workers in manufacturing. This suggests a need for further capacity building to meet the demand for upskilling the existing manufacturing workforce.

3. Job Placement and Unfilled Openings: A challenge in the capacity of the workforce development system is evident in the number of unfilled job openings. Despite collaboration with the Oregon Employment Department and business services teams, there is a need to enhance capacity for job placement, ensuring that trained individuals secure employment opportunities.



4.1 D

In the local area, several successful models and best practices in adult workforce development activities contribute to effective skill development and employment outcomes. These models and practices showcase innovative approaches to addressing the education and skill needs of the local workforce while meeting the employment needs of employers:

1. Healthcare Training Partnerships: Successful models involve strategic partnerships with community colleges for healthcare training. Programs for medical assistants, phlebotomy, certified nursing assistants, and medical administrative training demonstrate the effectiveness of collaborative efforts between workforce development entities and educational institutions. These partnerships ensure that healthcare training aligns with industry demands and produces skilled professionals.


2. Maritime Training Initiatives: The local area has implemented successful maritime training programs, indicating a commitment to addressing the specific needs of the maritime sector. These initiatives not only provide relevant skills to individuals but also contribute to the region's economic development by ensuring a skilled workforce for the maritime industry.

3. Internship Programs and Learning Experiences: The integration of internship programs and learning experiences has proven to be a successful model. Programs like "The Works" providing internships for youth at local companies and the Oregon Manufacturing Innovation Center offering summer internship/learning experiences at Scappoose contribute to hands-on education and skill development.

These successful models and best practices underscore the importance of strategic partnerships, hands-on experiences, targeted training programs, and creative solutions to address the diverse needs of the adult workforce in the local area. Leveraging these proven approaches can contribute to the continued success and effectiveness of adult workforce development activities.

WIOA youth services are provided by Equus Workforce Services and Community Services Consortium. Our youth providers' network of partners and knowledge of community resources ensures that all 14 of the WIOA required youth elements are available to youth. Adult mentorship opportunities are available utilizing community programs and worksite supervisors. Occupational Skills Training (OST) is provided in partnership with local community colleges, regional employers, and local trainers typically through a paid short-term training opportunity. Alternative secondary school services or dropout recovery are provided by secondary schools, community colleges, and alternative/charter schools, e.g. Career Tech High School, and Wilson River School. Youth provider staff also help re-engage youth that have dropped out with alternative secondary school options that meet their needs, and then provide active support to enhance retention.

Leadership development opportunities are provided by partnering secondary schools, community colleges, and community organizations and businesses. Examples of organizations offering these opportunities include Youth Era and Boys & Girls Club. Contractor staff provide these opportunities through career exploration, training opportunities, special events, and integrated components of youth programs.




Paid and unpaid work experience opportunities are offered through Equus and Community Services Consortium in partnership with local businesses and community organizations as well as through participation in crew-based activities such as Oregon Youth Corps. Support services are provided by youth providers and partners in the form of financial assistance, community resources, and referrals, and may include: bus tickets, transportation assistance, interview clothing, tools and materials necessary for employment and/or training, educational testing, books and school supplies, medical-related assistance, ID and drivers licenses, car repair and insurance. All other resources are exhausted in the community before utilizing WIOA funds. Follow-up Services are provided for twelve months by providers. Youth are eligible for some on-going services, including employment support and retention.

Providers contact youth at least monthly to offer support during follow-up. During this time, youth are connected to community resources to meet their specific needs. Entrepreneurial Skills Training provides opportunities for youth to develop and practice entrepreneurial skills. Resources are available through the Small Business Development Centers, SCORE and LinkedIn Learning. Financial Literacy Education provides opportunities for youth to better understand finances, their habits with money, and future planning. Web based resources are available from OSU Credit Union, Money Skills, Ever-Fi and Money Smart; and classroom-based training is available through several organizations, including Washington Federal Bank and local credit unions. Labor Market and Employment Info helps youth to make informed choices about career pathways and can easily be accessed through the Oregon Employment Department website.

Additionally, providers promote the high wage, high demand industries identified for our local workforce area. Preparation for and Transitioning to Postsecondary Education and Training is provided by Equus and CSC and may include visits to local colleges, FAFSA and scholarship research and completion assistance, college program research, basic skills remediation and test preparation, and study skills coursework. Education offered concurrently with workforce preparation is offered through programs in the community, such as Job Corps, Youth Garden, Career Tech's CTE programs in Ag, Food and Natural Resources, and Health Sciences, and apprenticeship programs. Tutoring, study skills training, instruction and dropout prevention and recovery strategies are provided in a variety of ways, depending on the home school district of a student. Each district offers different services or options, and additional services are offered in the community and through the five community colleges. Organizations providing tutoring include: CSC, Career Tech, and Wyzant. When tutors are needed and no other appropriate services can be identified in the community, providers may use WIOA funds to pay for tutoring.

As per CFR 681.300 and CFR 681.310, Northwest Oregon Works should include a "Needs Additional Assistance" policy in its local plan to ensure future WIOA Youth can receive WIOA services under that eligibility element. As per NOW's policy: P12 WIOA Youth Eligibility, the definition of "Needs Additional Assistance" for both In-School and Out of School youth reads, "NOW defines ISY/OSY who require additional assistance as youth who meet enrollment criteria, are low income and can benefit from the provision of any of the required 14 youth elements described in 20 CFR 681.310 in order to enter or complete an educational program or to secure or hold employment."





**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


In the realm of youth workforce activities, Equus and Community Services Consortium (CSC) play pivotal roles, offering services such as tutoring, study skills training, and work experiences. Successful youth models include the Youth Reengagement Program, empowering students with coaching, tutoring, and incentives. Lincoln County's Step Up program and Youth Era's innovative mobile drop site further highlight effective strategies for serving youth. Internship programs like The Works and the Oregon Manufacturing Innovation Center contribute to youth development by providing valuable hands-on experiences in local industries.

The youth workforce landscape in our five-county region is characterized by diversity, particularly in response to the rural nature of our workforce development area. While various youth programs operate across the region, certain initiatives stand out as key contributors to youth services. Notably, we are not aware of any programs that specifically target or exclude youth with disabilities.

Equus Workforce Services and Community Services Consortium (CSC) play pivotal roles in delivering WIOA youth services within the NOW region. These services encompass a wide range, including tutoring, study skills training, dropout prevention, paid and unpaid work experiences, occupational skills training, leadership development, supportive services, financial literacy training, career counseling and exploration, and adult mentoring and counseling as appropriate. Equus, based at WSO centers, collaborates with referral organizations like Youth Era, Oregon Manufacturing Innovation Center, local community colleges, school districts, and others, leveraging successful models for serving youth. Referrals are received from various entities, including the Department of Human Services, Oregon Department of Corrections, Oregon Employment Department, and Vocational Rehabilitation.

CSC operates a robust menu of youth programs, including the WIOA youth program, Career Tech High School in Lincoln City, Youth House, Youth Garden, and Youth Build. Additional successful models in lower counties encompass Jackson Street Youth Services and the Youth Development Coalition of Lincoln County.





standout success is the Youth Reengagement Program, where Student Success Coaches strategically engage with communities in Clatsop, Columbia, and Tillamook Counties. Working in collaboration with school districts and community colleges, this program effectively reengages youth in high school completion or GED completion, providing access to tutoring and supportive services. The program incentivizes youth for completion, successfully addressing educational gaps. In rural communities, access to online services is facilitated through the provision of computers and hot spots.

The Lincoln County Step Up program, operated by the Youth Development Coalition, serves as an exemplary model for youth ages 18-24. Collaborating with the Tribe, local schools, and DHS, this program provides pathways out of poverty through age-based programs. Another innovative approach involves the Youth Era program, developing a model for rural youth by utilizing a mobile drop site in the form of a refurbished school bus. This mobile unit travels to different school districts for week-long sessions, effectively reaching youth in rural communities.

Successful internships, such as those offered by The Works programs and the Oregon Manufacturing Innovation Center in Scappoose, further contribute to hands-on learning experiences for youth in local companies.

4.2 B

The youth workforce development activities in our local area exhibit various strengths and weaknesses in addressing the education and skill needs of the workforce as well as meeting the employment needs of employers.

Strengths: Diverse Program Offerings: The local area boasts diverse youth programs provided by Equus Workforce Services, Community Services Consortium (CSC), and various referral organizations. This diversity ensures a broad range of services tailored to different needs and preferences.

Holistic Service Approach: Programs, such as Equus and CSC, offer comprehensive services that cover tutoring, study skills training, dropout prevention, work experiences, occupational skills training, leadership development, supportive services, financial literacy training, and career counseling. This holistic approach addresses multiple aspects of youth development.


Collaborative Partnerships: Strong collaboration with referral organizations, community colleges, school districts, and other entities enhances the effectiveness of youth programs. This collaborative effort allows for the leveraging of successful models and resources, providing a more impactful service.


Incentive Programs: The Youth Reengagement Program's incentivization for completion, such as access to tutoring and supportive services, has proven successful. This approach motivates youth to actively engage in educational programs, contributing to their academic success.

Innovative Models: Innovative models, such as the Lincoln County Step Up program and the mobile drop site initiative by Youth Era, demonstrate a commitment to reaching youth in rural communities. These models address geographical challenges and ensure inclusivity.

Weaknesses: Awareness of Disability Programs: Lack of systemic awareness or specific programs targeting youth with disabilities is identified as a weakness. There is an opportunity for improvement in ensuring inclusivity and specialized support for youth with disabilities.

Limited Visibility at WSO Centers: While Equus serves youth out of WorkSource Oregon (WSO) centers, it is acknowledged that WSO might not be the typical gathering place for youth. This could be a challenge in terms of accessibility and outreach to the target demographic.





Capacity for Rural Outreach: While efforts like the mobile drop site initiative are commendable, there may still be challenges in reaching all rural youth due to logistical constraints and varying community needs.

Skill Building for Rural Youth: While internship programs are successful, there is room for improvement in skill-building initiatives, particularly for rural youth. Identifying and addressing specific skill gaps can enhance their employability.

Filling Job Openings: Collaboration with the Oregon Employment Department and the Business Services Team is ongoing, but the challenge of unfilled job openings indicates an area that requires attention. Exploring ways to match trained individuals with available job opportunities is crucial for program success.

4.2 C


In the local area, the capacity for youth workforce development activities demonstrates notable strengths and areas for improvement. Established organizations such as Equus Workforce Services and Community Services Consortium (CSC) contribute to the existing foundation, offering a comprehensive range of services, including tutoring, study skills training, dropout prevention, and occupational skills training. Collaborative efforts with referral organizations, community colleges, and school districts enhance the networked approach to youth services. Successful models like the Youth Reengagement Program and innovative initiatives such as the mobile drop site showcase effective strategies. However, challenges include the need for increased awareness, particularly for programs targeting youth with disabilities, and improved accessibility in rural areas. Scaling successful models, strategic skill-building initiatives, and enhanced job placement strategies are also identified as areas for improvement. Despite these challenges, the local area demonstrates a commitment to addressing the diverse education and skill needs of the youth workforce, with opportunities for continued growth and refinement.

4.2 D

Youth Reengagement Program: The Youth Reengagement Program, particularly the Student Success Coaches in Clatsop, Columbia, and Tillamook Counties, serves as a successful model. This program effectively reengages youth toward high school completion or GED completion, providing access to tutoring, supportive services, and incentives for completion. The program has been successful in addressing educational gaps among youth and facilitating transition to college or career training.

Youth Internship Initiatives: Models involving paid internships for high school youth, such as those offered by The Works programs in Clatsop, Columbia and Tillamook Counties, as well as Cooperative Work Experiences — cohorts at the Oregon Manufacturing Innovation Center and in community college CTE programs across all five counties in our service area — contribute to practical skill development. These initiatives not only provide Essential Employability Skills, but also foster connections between educational institutions and local industry partners. Priority among these participants are internship positions for underrepresented youth working for community organizations serving culturally underserved populations.

Mobile Drop Site for Youth Services: Mobile drop sites, like those championed by the Youth Era program, utilize outfitted cargo or passenger vans/buses as creative solutions to reach underserved youth. Furnished with laptops, hotspots, and access to support specialists, these mobile units help address geographical and infrastructure barriers to youth in rural areas as well as those in households without access to reliable high-speed internet or links to social and academic programs. This model ensures that youth in remote communities have access to necessary services and resources, can enroll in social and academic support services, take skills assessments, register for GED programs, college and/or certificate programs, and access referrals to other community supports.



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 local area offers a variety of adult and dislocated worker employment and training activities to address the diverse needs of the workforce. Equus Workforce Services and Community Services Consortium (CSC) play significant roles in providing Workforce Innovation and Opportunity Act (WIOA) services, including training, job search assistance, and supportive services. These programs cover a range of activities, such as workshops, career assessments, and the National Career Readiness Certificate, emphasizing training in high-demand sectors like healthcare, manufacturing, and maritime industries. Strengths include effective healthcare training programs and collaborations with community colleges. However, challenges arise in the clinical portions of healthcare training, where participants face difficulties balancing demanding clinical hours and financial responsibilities. While welding and entry-level manufacturing training has been funded effectively, there is recognition of the need to strengthen capacity for incumbent workers in manufacturing. Maritime training stands out as a strength, yet efforts are directed towards refining focus areas within the broad sector. As more than half of projected job openings require a high school diploma/equivalent, efforts are being strengthened to support participants in completing GEDs. Collaboration with the Oregon Employment Department and the Business Services Team ensures alignment with employer needs, although addressing unfilled job openings remains an area of improvement. Overall, the local area demonstrates a commitment to providing robust adult and dislocated worker employment and training activities, with an ongoing focus on enhancing effectiveness and addressing identified challenges.

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

Individual Training Accounts (ITAs) serve as a mechanism for customers to access personalized occupational or skills training within the NOW program. The determination of ITA thresholds is an integral part of the contract negotiation and development process undertaken annually, aligning with contract deliverables. Although NOW policy neither prescribes a specific ITA amount nor mandates its provision, the organization retains the flexibility to institute or adjust ITA thresholds throughout the program year. This is communicated to service providers in writing or through contract modifications.

ITAs are issued only following a comprehensive assessment by staff, confirming the participant's need for training and their capacity to successfully complete the selected program. The chosen program or course must adhere to ETPL requirements and be directly linked to employment opportunities in high-demand occupations. Additionally, the participant must lack alternative means to cover training costs. Satisfactory progress in training, as stipulated by the training provider, is a prerequisite for maintaining ITA eligibility. Providers are mandated to diligently track and document participant progress, encompassing training-related outcomes.

4.4 B

NOW works closely with all core partners in the memorandum of understanding that outlines the services provided through WSO in the five-county area. To expand access to services for eligible individuals we are implementing robust local training on My WorkSource to increase virtual access to workshops, online training, and communication to WSO WIOA Title I staff regarding training, education, and supportive services. We are working to increase referrals from community partners that assist with housing, homelessness, language barriers, basic skill deficiency to increase connections to WSO, and our contracted service provider. We also work with economic development, community colleges, community health agencies, the tribe and school districts. The Board of Directors is continuing work to identify and refine targeted populations for individuals with barriers so we can intentionally strengthen relationships with referring agencies serving those populations.

Providers collaborate closely with job seekers facing unique needs and obstacles to employment, striving to identify the most direct path for each individual to achieve sustainable employment. To address specific barriers, staff engage in initial conversations with participants and coordinate with local resources tailored to the participant's needs. Each county maintains its list of resources, encompassing community-based organizations, non-profits, as well as agencies like DHS and OED. NOW's policy underscores the importance of aligning training programs with in-demand industry sectors, and staff adherence to this policy is closely monitored. Regional economists provide crucial insights into the current trends in in-demand industries and occupations, informing service delivery strategies.

Given the prominence of the leisure and hospitality industry in the area, where many jobs do not necessitate higher education, the target populations primarily consist of individuals with lower education attainment and English language learners. Consequently, services offered often do not require individualized training accounts to access formal occupational skills training or on-the-job training. When training is beneficial, Individual Training Accounts (ITAs) may be utilized to access relevant programs in high-demand sectors like healthcare, maritime, or manufacturing. Equus staff remains well-versed in targeted industries and collaborates closely with local community colleges, actively engaging businesses in these sectors to develop and implement training programs aligned with local employer needs. The board of directors emphasizes prioritized investments in the development and support of training programs directly linked to these key sectors.

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

Oregon mandates that local workforce development boards establish Rapid Response Infrastructure and Protocols to formulate a local Rapid Response and Layoff Aversion system. This includes the delivery of Rapid Response services and the appointment of board staff to serve as the Dislocated Worker Liaison. In the Northwest Oregon Works region, the DW Liaison assumes a leadership role in implementing these infrastructure and protocol measures. The Rapid Response Team Infrastructure within Northwest Oregon Works comprises individuals with diverse roles across Tillamook, Clatsop, Columbia, Lincoln, and Benton Counties. The area has a Response Coordinator, who is entrusted with coordinating Rapid Response activities as directed by the dislocated worker liaison.

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

Northwest Oregon Works' region is primarily rural, with small coastal towns and farmland and wineries throughout. Providing services in rural communities involves unique challenges distinct from urban or suburban areas. To effectively address the specific barriers related to transportation and resource availability in these regions, we rely heavily on our Title 1 service provider who, along with Title III staff work together in the WorkSource offices throughout the region. Together, jobseekers are provided with the necessary supportive services to eliminate barriers to work. This includes transportation assistance such as bus passes and gas cards. NOW has also adopted a comprehensive approach to service delivery such as web-based technology, community partnerships, and traditional in-person services. Often adults and youth are provided with a computer, as well as a hotspot to remedy the lack of broadband in some remote communities. Recognizing that accessing physical career centers may not always be feasible, this is a way to provide a virtual service delivery system to enhance accessibility for individuals in rural areas.

Other supportive services are offered such as childcare assistance, utility assistance, housing assistance, and work-appropriate clothing and tools such as scrubs, steel-toed boots, office attire and medical accessories such as a stethoscope. There are times when a particular need is a disallowed cost under WIOA, such as union dues, at which time other resources can be used like rent assistance, to off-set the cost of the dues.

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:

4.7

WorkSource Astoria (Affiliate)

The location is changing.

450 Marine Dr

Astoria, OR 97138

Partners: DHS, OED, HECC, VR, Easter Seals, OCB, Clatsop Community College, Tongue Point Job Corps. None are currently co-located. Services are currently available by referral and technical assistance.

WorkSource Tillamook

American Job Center

411 Pacific Ave,

Tillamook, OR, 97141

Partners Currently Co Located: DHS, SSP, OED, VR

Other partners such as Tillamook Bay Community College are available by technology and referral.

WorkSource Columbia County

American Job Center

500 N Columbia River Hwy # 320

St Helens, OR 97051

Partners Currently Co-Located: DHS, OED

Partners not co-located: Available by technology and referral Easter Seals, PCC

Worksource Corvallis

Comprehensive One Stop

4170 SW Research Way

Corvallis, OR 97333

Co-located partners: DHS, OED, Voc Rehab, OHP

Non-co-located partners: Available by technology and referral Easter Seals, Linn-Benton CC

Worksource Newport

American Job Center

120 NE Avery St

Newport, OR 97365

Co-located Partners, DHS, OED, Voc Rehab, OHP

Non-co located partners: Available by technology and referral Easter Seals, Oregon Coast Community College

Worksource Lincoln City

Affiliate

4157 NW U.S.I. 101 Ste 250

Lincoln City, OR 97367

Co-Located Partners: OED

Non co-located partners: Available by technology and referral DHS,Voc Rehab, OHP, Easter Seals, Oregon Coast Community College





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

4.8 A.

The one-stop operator for the Northwest area is Oregon Manufacturing Extension Partnership (OMEP). OMEP performs assessment of service delivery, evaluates compliance with WSO Operational Standards, and performs, other tasks assigned in the scope of work of the contract for services.

4.8 B.

NOW invests in six certified WSO centers and the comprehensive one-stop center is located in Astoria. Our Astoria Center has had some structural issues and we will need to designate a new one stop center in 2023 which will be Corvallis. To ensure continuous improvement of operations, NOW conducts annual monitoring of service providers and evaluates performance of contracted service providers on a monthly basis through interim performance reports and I-Trac data analysis. We meet monthly with the one-stop operator and LLTs to obtain information about areas of potential improvement, and set up work groups as appropriate to develop improvements. We also participate on the One Stop Operator Continuous Improvement group that meets monthly to drive improvement efforts across the system. The ETPL list is reviewed regularly by our provider staff and NOW reaches out to colleges to assist with ensuring programs being utilized by employers in targeted sectors are renewed and/or active on the ETPL. When we hear of a need by local employers, we research if there is an existing training program and help facilitate adding to ETPL if not there already.

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

4.9

All Comprehensive and Affiliate One-Stop Centers in the area are certified every three years. The certification process includes an on-site, in-person evaluation of each comprehensive and affiliate center in the Northwest Oregon area including an assessment of center effectiveness, physical and programmatic accessibility, and continuous improvement of centers and the one-stop delivery system. NOW staff, in partnership with the one-stop operator as necessary, evaluate each center and the one-stop delivery system to ensure compliance.

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.

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

Clearly define the roles and responsibilities of each partner involved in service delivery have been established and discussed at local leadership meetings. This includes specifying the scope of Wagner-Peyser Act services and the distinct contributions of WSO entities. Emphasis is placed on leveraging the strengths of each entity to create a unified and efficient workforce development system.

Strategies for service coordination involve aligning Wagner-Peyser Act services with the broader offerings of WSO. This includes sharing labor market information, job openings, and employer needs to create a comprehensive understanding of the local job market. Cross-training programs for staff in both systems enhance their ability to guide job seekers and employers effectively.

To avoid duplication, we conduct regular check-ins on services offered by Wagner-Peyser Act partners and WSO entities. This involves mapping out service areas, identifying overlaps, and streamlining efforts to eliminate redundancies. Additionally, feedback mechanisms are in place to allow for continuous improvement, ensuring that services remain responsive to evolving community needs.

Overall, our plans, assurances, and strategies are designed to foster a cohesive and collaborative environment, enhancing the impact of Wagner-Peyser Act services and WorkSource Oregon initiatives in the local area.

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.

NOW designates an Equal Opportunity Officer (EEO) with the primary responsibility of ensuring compliance with WIOA Section 188 and relevant provisions of the ADA. This involves diligent monitoring of our contract with the one-stop operator, who holds the responsibility of ensuring WSO facilities and services adhere to these requirements, including the presence of all necessary notices within the centers. The EEO, in collaboration with the Program Director, conducts comprehensive reviews of ADA compliance during center certification processes, with particular attention to signage and access, as part of the annual monitoring protocol. We actively accommodate requests for assistance, ensuring that customers in need of accommodations receive appropriate support.

4.12 B.


The WSO Centers currently utilize an advanced technology-enabled enrollment system known as the WorkSource Oregon Management Information Systems (WOMIS). This system plays a crucial role in determining eligibility for various workforce programs, automatically feeding data into I-Trac. I-Trac serves as the central customer data and performance tracking system for WIOA Adult, Dislocated Workers, Youth services, and other discretionary grants, with appropriate access granted to subcontractors. NOW actively supports and implements any system changes that may arise. In response to the challenges posed by COVID-19, the utilization of online enrollment has become indispensable. We have collaborated with partners and developers of the data management system to enhance the capabilities of online access to WSO information and services.

4.12 C.

Entities within WorkSource Oregon (WSO) are committed to ensuring that their staff is well-equipped to address the needs of individuals with disabilities. In response to the requirements outlined in A. and B., these entities have established comprehensive staff training programs and support mechanisms. Training sessions are designed to enhance staff awareness and understanding of disability-related issues, including the unique challenges faced by individuals with disabilities in the workforce.

The training curriculum covers various aspects, such as ADA compliance, cultural competency, and effective communication strategies with individuals with disabilities. Staff members are trained to identify potential barriers to accessibility and accommodation within the WSO centers, and protocols are in place to promptly address and eliminate these barriers. Ongoing professional development is a key component of staff training, ensuring that employees stay informed about evolving best practices and legal requirements related to disability services. Regular updates and refresher courses are conducted to reinforce staff knowledge and skills in providing inclusive services.

WSO actively encourages a supportive and inclusive work culture that values diversity and prioritizes the needs of individuals with disabilities. This involves fostering an environment where staff members feel comfortable seeking guidance, sharing experiences, and collaborating to enhance the accessibility and effectiveness of services provided to all job seekers, including those with disabilities. Overall, the commitment to ongoing training and a culture of inclusivity contributes to creating a more accessible and supportive WorkSource Oregon for individuals with disabilities.



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

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

4.13

Provider staff extend their reach across the local area, proactively reaching communities without WorkSource Oregon (WSO) presence. To establish convenient access points, efforts are focused on non-traditional center locations like libraries or community centers. Regular transportation assistance is provided to participants, ensuring inclusivity. In remote areas, where traditional access may be challenging, providers deploy technology solutions, offering laptops for on-the-go registration and assistance. Furthermore, to facilitate engagement, laptops and hot spots are loaned to rural participants, allowing them to connect remotely, even when physical centers are closed. The utilization of My WorkSource is increasing to enhance remote access to online training and workshops. Effective communication with partners is maintained through Local Leadership Teams (LLT), and an emergency contact plan is in place to address sudden center closures in the future, ensuring seamless support continuity.



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)

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.

*** See Attachment File*

5.120 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.

*** See Attachment File*

5.2 20 CFR 679.310(a): Local Board Certification

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

*** See Attachment File*



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

Jason Swain,
Jason Swain, Chief Compliance Officer, Jasons@nworegonworks.org

5.5 Local Board Documents (Oregon Requirement)

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

- Statement of Concurrence**
- Partner Statement of Agreement**
- Assurances**

***See Attachments file*

Required Elements

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

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

5.6

Northwest Oregon Works has been designated by the local Chief Elected Official as the fiscal and administrative agent for Benton, Colombia, Clatsop, Lincoln, and Tillamook Counties.

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

A.Describe how the local board remains a neutral broker of adult, dislocated worker, and youth services consistent with Oregon Executive Order 13-08 by describing the competitive process that will be used to award subgrants and contracts for WIOA Title I activities.

B.Submit an organization chart as an attachment that depicts a clear separation of duties between the board and service provision.

C.Provide the current names of contracted organizations and the duration of each contract for WIOA Title I Adult, Dislocated Worker, and Youth services.



5.7 A.

Northwest Oregon Works follows its procurement policy, developed in accordance with guidelines and requirements in the Code of Federal Regulations, to ensure open competition and reasonable costs. A formal request for proposal is determined by the Executive Director and Boards as needed for NOW WIOA service providers, in which performance outcomes, monitoring results, available funding, potential provider coverage and legislative developments are considered. One-Stop Operator procurement covers a four-year period and requires a procurement after that time period.

5.7 B.

***See attachment file*

5.7 C.

EQQUS - Adult, Dislocated Worker and Youth services ends 6/30/2024 with determination to renew. Youth services cover NOW's Clatsop, Tillamook and Columbia counties.

CSC – Youth services covering NOW's Lincoln and Benton counties ends 6/30/2024 with determination to renew.

Oregon Manufacturing Extension Partnership ends 02/28/2025 with a determination to renew.

Northwest Oregon Works is in contract with the Oregon Manufacturing Extension Partnership (OMEP) for the provision of One-Stop Operator services until February 28, 2025. NOW is preparing to release a request for proposals for the One-Stop Operator in December of 2024.

5.8020 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

NOW understands and follows the guidance in WIOA, HECC, Workforce Development, and all regulations in reviewing applications for Title II. NOW will continue to rely on the support and guidance from HECC regarding future applications. NOW collaborates with Title II activities to ensure that Title II activities are represented and aligned with Title I services within the workforce system.

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

5.9

Northwest Oregon Works, the Department of Human Services', Office of Vocational Rehabilitation, and all other WIOA mandated partners providing training and education services have entered into an Infrastructure and Additional Cost-sharing Agreement in accordance with WIOA law and the WSO Operational Standards. This document outlines our current cost-sharing process which enables our partners to share a "nexus cube" at WorkSource NOW to provide direct linkages through technology and facilitate on-site service provision. In addition to this cost-sharing agreement, both agencies participated in the development of the local WorkSource Center's post-COVID reopening plan and the development of NOW's strategic plan to ensure considerations for customers with disabilities were incorporated into system planning.

Additionally, in accordance with the WorkSource Operational Standards 2.0, OVRS and other partners participate on our Local Leadership Team which works together to manage local level topics and issues as they arise and to better align our services, including service delivery for people with disabilities and other priority populations. NOW and its partners work to share information with agency customers and with local employers via employer spotlights, local job fairs, information sessions, and through various employer-supports offered. NOW and system partners will continue to identify and develop intentional relationships with service providers working primarily with people with disabilities.

**See attachment folder

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

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

**See attachment folder

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

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

	PY2022	PY2023
WIOA title I-Adult		
Employment Rate 2nd Quarter after Exit	68.2%	68.2%
Employment Rate 2nd Quarter after Exit	68.6%	68.6%
Median Earnings 2nd Quarter after Exit	\$6,883	\$6,883
Credential Attainment Rate	60.5%	60.5%
Measurable Skill Gains	55.1%	55.1%
WIOA title I-Dislocated Worker		
Employment Rate 2nd Quarter after Exit	69.4%	69.4%
Employment Rate 2nd Quarter after Exit	66.6%	66.6%
Median Earnings 2nd Quarter after Exit	\$7,100	\$7,100
Credential Attainment Rate	66.8%	66.8%
Measurable Skill Gains	55.0%	55.0%
WIOA title I-Youth		
Employment Rate 2nd Quarter after Exit	63.5%	63.5%
Employment Rate 2nd Quarter after Exit	61.7%	61.7%
Median Earnings 2nd Quarter after Exit	\$4,259	\$4,259
Credential Attainment Rate	56.1%	51.6%
Measurable Skill Gains	51.5%	51.5%
WIOA title III-Wagner-Peyser Employment Services	PY2020	PY2021
Employment Rate 2nd Quarter after Exit	68.2%	68.2%
Employment Rate 4th Quarter after Exit	68.0%	68.0%
Median Earnings 2nd Quarter after Exit	\$7,000	\$7,000

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

Describe the direction given by the Governor (WTDB Priority of Service Policy) and the local board to the one-stop operator to ensure priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E) and 20 CFR 680.600.

5.12

See attached Prior of Service Policy and Basic Skills screening tools in the attachment folder. Northwest Oregon Works Priority of Service Policy, aligns with WIOA regulations and state policy to ensure priority of service requirements are met.

All NOW's policies can be found on our website at:
<https://www.nworegonworks.org/documents/>

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

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

5.13

The 2024–2028 Local Plan was made available on Northwest Oregon Works' website for a 30-day period starting on February 7th, 2024. An announcement about the 30-day public comment period was disseminated through all of Northwest Oregon Works' social media platforms and distributed to our mailing list, which includes all board members.

5.14 Compliance Concerns (Oregon Requirement)

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

- **Administration of funds**
- **Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials**
- **Agreement between the Local Elected Officials and the Workforce Development Board**
- **Local Workforce Development Board Bylaws**
- **Code of Conduct**
- **Approved Budget**
- **Required policies on the following topics:**
- **Financial Management including cost allocation plan, internal controls, cash management, receipts of goods, cost reimbursement, inventory and equipment, program income, travel reimbursement, audit requirements and resolution, annual report, property management, debt collection, procurement, allowable costs**

- Program Management including equal opportunity for customers, supportive services, needs related payments, file management, eligibility, self-sufficiency criteria, individual training accounts, layoff assistance, priority of services, grievance for eligible training providers list, determination of an insufficient number of eligible training providers in the local area (if applicable), transitional jobs, stipends, training verification/refunds,
- Risk Management including records retention and public access, public records requests, monitoring, grievance, incident, disaster recovery plan
- Board Policies including board appointment, board resolutions, conflict of interest
- Human Resources including employee classification, benefits, holidays and PTO, recruitment and selection, employee development, discipline, layoffs, terminations, and severance, drug policy, sexual harassment, equal opportunity/non-discrimination
- Professional Services Contract for Staffing/Payroll Services, if applicable
- Contract for I-Trac Data Management System

5.14

NOW is compliant with all listed expectations and does not have any compliance concerns.

