



Study Session

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Milwaukie City Council

COUNCIL STUDY SESSION

City Hall Community Room, 10501 SE Main Street
& Zoom Video Conference (www.milwaukieoregon.gov)

AGENDA

JUNE 11, 2024

Council will hold this meeting in-person and by video conference. The public may come to City Hall or join the Zoom webinar. This meeting will not be aired live, it will be recorded and broadcast later.

For Zoom login visit <https://www.milwaukieoregon.gov/citycouncil/city-council-study-session-153>.

Written comments may be delivered to City Hall or emailed to ocr@milwaukieoregon.gov.

Note: agenda item times are estimates and are subject to change.

Page #

1. **New Business Introduction: New Seasons Market – Report** (5:15 p.m.)
Presenters: Katie Schoen and Joe McCarthy, New Seasons Market
2. **3-Dimensional Printed Homes – Report** (6:00 p.m.) **1**
Presenters: Shawn McKay, Laylerline 3D, and
Ron Dillon, Carbonic Heat
3. **Clackamas Workforce Partnership – Report** (6:30 p.m.) **5**
Presenters: Amanda Wall and Bridget Dazey, Clackamas Workforce
4. **Council Reports** (7:00 p.m.)
5. **Adjourn** (7:15 p.m.)

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Servicios de Accesibilidad para Reuniones y Aviso de la Ley de Estadounidenses con Discapacidades (ADA)

La ciudad se compromete a proporcionar igualdad de acceso para reuniones públicas. Para solicitar servicios de asistencia auditiva y de movilidad, favor de comunicarse a la Oficina del Registro de la Ciudad con un mínimo de 48 horas antes de la reunión por correo electrónico a ocr@milwaukieoregon.gov o llame al 503-786-7502. Para solicitar servicios de traducción al español, envíe un correo electrónico a espanol@milwaukieoregon.gov al menos 48 horas antes de la reunión. El personal hará todo lo posible para responder de manera oportuna y atender las solicitudes. La mayoría de las reuniones del Consejo de la Ciudad se transmiten en vivo en el [canal de YouTube de la ciudad](#) y el Canal 30 de Comcast dentro de los límites de la ciudad.

Executive Sessions

The City Council may meet in executive session pursuant to Oregon Revised Statute (ORS) 192.660(2); all discussions are confidential; news media representatives may attend but may not disclose any information discussed. Final decisions and actions may not be taken in executive sessions.



COUNCIL STUDY SESSION

City Hall Council Chambers, 10501 SE Main Street
& Zoom Video Conference (www.milwaukieoregon.gov)

MINUTES

JUNE 11, 2024

Council Present: Councilors Shane Abma, Adam Khosroabadi, Rebecca Stavenjord, and Council President Robert Massey, and Mayor Lisa Batey

Staff Present: Joseph Briglio, Acting Assistant City Manager Scott Stauffer, City Recorder
Emma Sagor, Acting City Manager

Mayor Batey called the meeting to order at 5:18 p.m.

1. New Business Introduction: New Seasons Market – Report

Joe McCarthy, Derek Yates, and Katie Schoen with New Seasons Market provided an overview of the New Seasons Market company, the new store at the Milwaukie Marketplace, and the company's approach to providing community-based sustainable and local grocery products.

Councilor Stavenjord and McCarthy remarked on New Seasons Market's "B-Corporation" status for meeting social and environmental standards, the company's preference for supporting local products and non-profit organizations and causes.

The group discussed the successful opening and projected growth of the new Milwaukie store and the impact of the new store on nearby New Season Market stores and other tenants at the Milwaukie Marketplace. They also noted plans for addressing the amount of paved area in the parking lot at the Milwaukie store.

2. 3-Dimensional (3D) Printed Homes – Report

Ron Dillon with Carbonic Heat and **Shawn McKay** with Layerline 3D provided an overview of the use of large-scale 3D printers and carbonic heat technology to build houses and other structures, in part to address Oregon's need for more housing.

Councilor Khosroabadi noted that the United States Department of Defense (DoD) had started to use 3D printed technologies.

Mayor Batey and McKay remarked on whether 3D printed homes would get cheaper as more were built in the future.

Councilor Khosroabadi suggested the city work with Clackamas County to build 3D printed homes on the city-owned Sparrow Site to provide transitional housing. **McKay** expressed interest in working on housing projects. The group noted that Layerline 3D had worked with local and state building officials for a project in Ontario, Oregon.

3. Clackamas Workforce Partnership – Report

Bridget Dazey with Clackamas Workforce Partnership (CWP) provided an overview of CWP and the statewide workforce partnership and the solutions they provide, including service coordination, advocacy, and oversight.

Council President Massey and Dazey remarked on the number of construction workers in the Portland metro region and the quality and quantity of jobs available in the area.

The group noted the trends in transition from a demand for entry-level positions to professional career growth tracks jobs and what the city can do to advocate for and support job growth. There was Council interest in the city informing municipal court customers about CWP's monthly records expungement clinics.

Mayor Batey and **Dazey** commented on how CWP connects employers, workers, and cities to provide skillset development and support services.

4. Council Reports

Council President Massey provided an update on recent Regional Water Consortium meetings dealing with per- and polyfluoroalkyl substances (PFAS) regulations, and infrastructure and cybersecurity projects.

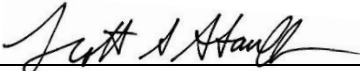
The group noted the city was hosting a Clackamas Cities Association (CCA) dinner on June 13 and that several Council members were attending the Clackamas County Coordinating Committee (C4) retreat June 14-15.

The group thanked Councilor Abma for serving as an interim appointee, noting that Abma's term would end with the swearing-in of an elected Councilor at the June 18 regular session. **Councilor Abma** thanked staff and Council for their work.

5. Adjourn

Mayor Batey adjourned the meeting at 7:33 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Scott Stauffer', is written over a horizontal line.

Scott Stauffer, City Recorder

Hello from New Seasons Market!



Introductions

Joe McCarthy
Store Manager



Introductions

A Neighborhood Market Since Day One

- Founded 24 years ago by 3 families
- World's first Certified B Corp grocer
- Commitment to:
 - Sustainable practices
 - Local producers
 - Community!



Milwaukie Marketplace

Opened March 27, 2024

- Announced in March 2022, opened 2 years later
- Many of the store's 110+ staff from Milwaukie
- Community partnership with Esther's Pantry and Clackamas Service Center

City leaders and advocates helped
bring this to life!



Product Selection

- Best In Class: Produce, Meat/Seafood, Prepared Foods/Deli and Bakery
- A Spectrum of Choices: Wide assortment - conventional favorites, local, organic and regeneratively grown goods.



Customers trust that they're making good choices for the planet and community when they shop with us.

Showing Up For The Planet

- Waste Reduction: Reduce and divert waste, create more opportunities for recycling.
- Climate Action: Reducing operational emissions (including those along our supply chain) and making climate-friendly improvements.
- Soil is Everything: Promote regenerative agriculture, which rebuilds soil health, increases carbon capture, improves water efficiency and promotes biodiversity.



Showing Up For The Planet



66% Landfill Diversion

We work to reduce our operational waste footprint and increase the percentage of waste diverted from landfills through reduction, reuse, recycling, and composting efforts.



4.59% Total Waste

To reduce food and product waste, we're continuously refining practices, learning about and implementing new technology, and reevaluating our operations.



21% ENERGY STAR Certification

21% of our locations achieved Energy Star certification, a verification of best-in-class energy efficiency.

Building Community

- Community Donations: Donate 10% of after-tax profits back into the communities we serve.
- Bag It Forward: For every customer who brings in a reusable bag, we donate 5 cents.
- Cans for Kids: Customers can donate redeemable used cans or bottles, providing 10 cent donation to schools.*
- Community Hunger Relief: Customers can donate to one of 10 selected community organizations at each transaction.
 - November: Donate Dinner
 - May: Nourish our Neighbors



Building Community



\$865K Community Fundraising

Dollars raised through customer engagement in programs that give back, with a focus on food security, environmental action and justice, and neighborhood education.



\$473K Food Equity & Access

New Seasons Market's financial investments in nonprofit organizations addressing food insecurity and its root causes in our communities.



849 hours Community Service

Through our Lend A Hand program, all staff members have eight paid hours annually to participate in community service with a non-profit of their choice.

Local Sourcing

- Supporting Local Economy and Farmers: Boosts the regional economy, promotes job creation and supports the livelihoods of local farming families.
- Local Finds: Provides a platform for small, local artisans and producers to reach a broader market.



Partner Brand

- Reinvesting in Our Community: A portion of proceeds reinvested into the community.
- Local Sourcing: 80%+ of Partner Brand are sourced from within 500 miles of our stores.
- Packaging: Solutions that reduce waste.
- Commitment to Sustainable: More organic and regeneratively produced options.



What's Next?

- Tanasbourne Townsquare: Opening 2025
- Seasonal Promotions:
 - Local berries, cherries, stone fruit and sockeye
 - Summer of Scoops ice cream
 - Plastic-free July
- Community Support:
 - Porchfest
 - Cruise-In



How To Get Involved

- Connect with Our Friendly Staff: Introduce yourself to our staff!
- Enroll in Neighbor Rewards: Join our Neighbor Rewards program!
- Explore Our Online Aisle: Online shop for in-store pickup or delivery to your doorstep!
- Volunteer: Donate Dinner this Thanksgiving!

- Engage with Us on Social Media:

Facebook



Instagram



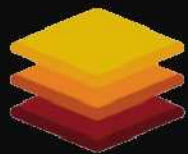
LinkedIn



Eat Good. Do Good.

At the heart of Milwaukie is a vibrant tapestry of community connection, and we're thrilled that New Seasons Market is a place where neighbors meet.

Thank you!



**CARBONIC HEAT
TECHNOLOGIES®**

Confidential Contractor Information:

SS 2. 6/11/24 Exhibit

**Limited
Lifetime
Warranty**

Hailey, Idaho www.carbonicheat.com **Ron Dillon, (208) 573-4255**



Use it to heat:

Specific areas or entire structures

Floors of ANY kind, even carpet!

Cement/paver driveways, sidewalks

Roofs of any kind

**Greenhouses, shops, and storage
sheds with all types of surfaces
including: tile, dirt, gravel or cement**



Nail-Down Hardwood



Laminate



Tile



Concrete/Stone



Roof



Toilet & Bidet



Greenhouse



Start



Finish

Conventional Heat Versus Carbonic Heat – Initial & Long Term System Costs:

The Cost to Buy and Install a Conventional HVAC System Which Includes Central Air Conditioning

The cost to buy and install a new HVAC system with ductwork, ranges from \$7,000 to \$16,000, depending on the type and quality of the system and the size of the structure. On the high end, a large, 3,000 square foot structure system may cost up to \$30,000 with add-ons.

However, the job isn't complete when all the ductwork is laid out. Vents must be installed, which cost \$6 to \$25 apiece (larger ones cost more). Insulating all ducts in the home can add another \$2,000 to \$4,000 to the project, depending on the type of insulation. The cost of maintenance must also be factored in. Ductwork needs to be inspected every few years. Duct cleaning, and lining or sealing to stop air leaks must also be factored in. The structure's physical location and climate must also be considered.

**1,000 SF structure estimated costs (Conventional
HVAC System, new construction) = \$7,000**

Three Main Types of Furnaces:

- Electric furnace, (Heat Pump - \$2,000 –\$7,000)
- Natural gas furnace (\$3,800–\$10,000)
- Oil furnace (\$6,750–\$10,000)

Limited
Lifetime
Warranty



The Cost to Buy a Carbonic Heating System

The cost to buy a new Carbonic Heating system ranges from *\$4,000 to \$9,500, depending on the size of the structure. On the high end, a large, 3,000 square foot structure may cost up to \$20,000 with add-ons.

Carbonic Heat requires no ductwork, so ductwork costs of \$2,000 to \$4,000 are eliminated. With ductwork eliminated, there are no related maintenance costs to be factored in: no inspections, cleanings or leak repairs are ever needed. The total cost to install a Carbonic Heating System can range from \$500–\$2,000, depending on the type of flooring and square footage of the structure.

**1,000 SF structure estimated costs (Carbonic Heat
System, new construction) = *\$5,500**

**This is substantial, contractor-based, quantity discount based on purchase of at least 50,000 square feet. Lesser amounts will be a higher cost.*

Depending on your climate, you may NOT need an air-conditioning system. If you do, the costs for installing a mini-split system are as follows:

The Cost to Buy and Install an Optional Mini Split Air Conditioning System

The cost to buy and install a modern, mini-split air conditioning system ranges from \$1,500 to \$5,000, depending on the type and quality of the system and the size of the structure. On the high end, a large, 3,000 square foot structure may cost up to \$20,000 with add-ons.

**1,000 SF structure estimated costs (adding
optional Senville 24,000 BTU twin split air
conditioning System, new construction) = \$1,500**



Product Description & Technical Specs:

Up to 2,000 square feet of patented, Carbonic Heat may be installed using relays. It can run on 120 or 240V depending on area covered. Carbonic Heat comes in rolls 164 feet long and 40.5 inches wide, of which 37 inches is heated element area, (505 square feet). It is very thin, (similar to thin cardboard), and only needs a 1/4" deep "groove" in the underlying surface, on one side, close to the wall, to run electrical wires to the wall access. It can be trimmed with scissors, and can run as narrow as 10 inches, running on 120V, or 20 inches, running on 240V. It can be glued down, screwed down, nailed down, or stapled down, and used with floating floors. It can be underlaid with virtually any surface flooring: tile, carpet, hardwood, composite flooring, gravel, LPV, shingles, dirt, pavers, and cement.

It has a very fast warm-up time, and because it heats so evenly and thoroughly, it does not need to run closer than 4-6 inches from the wall, nor in closets, or under counters or appliances. In other words, a typical 1,000 square foot house will generally only need 700 to 850 square feet of Carbonic Heat to warm the entire house. Carbonic Heat removes the need for any ductwork or heat registers of any kind, and because it eliminates moving air; humidity and temperature consistency are better controlled and more stable, and the air is cleaner with less dirt, allergens, and dust mites. Putting your heat source at floor level, produces warm feet, and allows even heat distribution resulting in reduced thermostat settings as much as 6 or 7 degrees to achieve the same level of comfort.

Monthly Operating Cost Comparison:

The Electrical and/or Fuel Costs to Run a Conventional HVAC System Which Includes Central Air Conditioning, annually:

1,000 SF structure estimated Annual Operating Costs (Conventional HVAC System)

Electrical, (Heat Pump) (electricity) = \$2,262
Natural Gas, (electricity + Fuel) = \$1,835
Heating Oil, (electricity + Fuel) = \$3,186

Carbonic Heat by the Numbers:

Square Feet per roll = 164FT X 37" = 505SF feet of heated film area)
Area that can be run on one, 15amp, 120V circuit = 100SF
Area that can be run on one, 20amp, 240V circuit = 200SF
Run Time, (hours per day) = 4.2 hours
Number of days on = 30
Energy Draw = 15 watts per SF
Price per KWH (average) = \$0.1102
Total Energy Consumed (KWH) = 1,417.5
Price to run one month at 70F = \$156.21



The Electrical Costs to Run a Carbonic Heat System, 8 months annually:

1,000 SF structure estimated Annual Operating Costs (Carbonic Heat) electricity = \$1,280

The Electrical Costs to Run a Ductless Air Conditioning System, 4 months annually:

1,000 SF structure estimated Annual Operating Costs (24,000 BTU Senville, mini-split air-conditioning system) electricity = \$400

**Suggested Retail for one box (550SF) = \$5,775
Suggested Trade Price for one box (550SF) = \$4,620**

Carbonic Heat Specs:

Amount of Carbonic Heat in one roll:

50 meters (164 feet). Roll is 41.5 inches wide. 37 inches of that are actual heat element. An entire roll is 164 X 41.5 inches (3.4583 feet), so square feet in a roll is $164 \times 3.4583 = 567$ square feet.

Heatable area of an entire roll is 164 X 37 inches (3.083 feet), so heatable square feet in a roll is $164 \times 3.083 = 505.6$ square feet.

Electrical Specs of Carbonic Heat film:

Up to 100 square feet of Carbonic Heat can run on one 15-amp, 120V circuit, using 14/2 wire, and a J-120 harness.

Up to 200 square feet of Carbonic Heat can run on one 20-amp, 240V circuit, using 12/2 wire, and a J-240 Harness.

The longest that you could run one roll of Carbonic Heat would be 65 feet, ($65 \times 3.083 = 200.395$ square feet).

Energy Efficiency:

Carbonic Heat film radiates uniform heat, does not disturb ambient air, requires no maintenance, and is very inexpensive to operate, producing 51 BTU's per square foot, per hour, and only drawing 15 watts per square foot. The entire heat film surface heats evenly, warming the entire floor, as well as objects in the room. Warmth is concentrated at the floor, which allows thermostat settings to be reduced as much as 7 degrees.



Health Heating System
Far Infrared Certificate by K.I.C.M.

Dual Voltage Applicable
110-120VAC , 205-240VAC

SEE INSTALLATION INSTRUCTIONS
VOIR LA NOTICE D'INSTALLATION

Maximum length 10m(32.8")



Health Heating System
Far Infrared Certificate by K.I.C.M.

Dual Voltage Applicable
110-120VAC , 205-240VAC

MARCH
2024

EXECUTIVE
SUMMARY

INTERSTATE BRIDGE REPLACEMENT PROGRAM (IBR)

REGIONAL INFRASTRUCTURE WORKFORCE MARKET STUDY

THE COLUMBIA-WILLAMETTE WORKFORCE COLLABORATIVE
Working together to develop and support regional talent



workforce
SOUTHWEST WASHINGTON

SS5

work.
systems

EXECUTIVE SUMMARY

This in-depth regional infrastructure workforce market study was commissioned to help the Interstate Bridge Replacement program (IBR) team more effectively consider strategies that enhance career opportunities for women and people of color in the construction and professional, technical and engineering (PTE) trades to support equitable growth in the region's economy.

This report is the result of an extensive research study, which included collecting and analyzing existing available construction and PTE workforce supply data, forecasting the local five-year workforce demand, conducting extensive interviews with public agencies, contractors, apprenticeship programs, unions, contractors and pre-apprenticeship programs, and holding focus groups with diverse construction workers and foremen in the region. The research sought to uncover the major barriers to achieving equity and increasing diversity in the construction and PTE workforce for the Portland–Vancouver–Hillsboro Metropolitan Statistical Area (Portland MSA). A set of recommendations for success are outlined and described in the report.

The Bipartisan Infrastructure Law (BIL) / Infrastructure Investment and Jobs Act (IIJA) authorizes \$1.2 trillion in transportation infrastructure funding to states. This act focuses on grants as a primary funding mechanism for critical infrastructure projects. While the legislation incorporates labor and workforce standards, the realization of quality jobs and equitable access depends on policy decisions on specific projects. Federal agencies are providing greater guidance and oversight, emphasizing factors such as fair wages, union representation, employment access, workplace safety, training opportunities, and discrimination-free environments. The federal government, through the U.S. Department of Labor (DOL), also plays a vital role in supporting agencies to achieve equity and job quality goals by evaluating applicants' plans and enforcing standards and data collection. The public projects in our region have an incredible opportunity to align with these federal directives locally by expanding innovative and effective workforce equity strategies.

As our region rapidly diversifies, public project owners will dramatically benefit from a concerted effort to effectively respond to the growing industry opportunities and federal and local policy directives. Success for the IBR program can be achieved through recommendations as outlined in this report.

Diversifying the construction and PTE workforce will not only help create a stronger supply of needed workers for the industry; it will also directly address issues of poverty and economic mobility within communities of color and working families in the region.

Box 1. Construction-related occupations in Portland Metro Region in next ten years (2020–2030)

134,000 total jobs
13,000 new jobs, +10%
Over **40%** of the workforce is over 45 years old
\$33.00 is the median wage per hour

Box 2. Creating jobs for people of color and women in the Portland Metro Area

If all public projects over \$15M planned for the next five years implemented and met workforce goals of employing 21% people of color and 11% women, there would be:

- **4,700 FTE jobs** for workers of color = **\$322.6 million** in earned wages
- **2,500 FTE jobs** for women workers = **\$171.6 million** in earned wages

Findings Overview: Existing Workforce Supply

- Approximately 43,000 people work in nonresidential construction occupations in the greater Portland Metro area (2022).
- Five percent are women.
- Twenty-six percent are workers of color.
- Employment for workers of color is largely driven by workers who identify as Hispanic/Latino. Black and Asian workers are underrepresented in the trades.
- Women and people of color are more likely to work in lower paying trades.

Findings Overview: Projected Demand (5+ Years, public projects over \$15 million)

- From 2023 through at least 2028, the 107 known large public capital projects identified by this study will require over 22,000 construction workers.
- Some of these projects have stated apprentice and workforce diversity utilization goals, with average goals of 17 percent apprentices, 21 percent people of color, and 11 percent women.
- These average goals, if applied across all 107 projects, puts the 5-year demand at 3,800 apprentices, 4,700 people of color, and 2,500 female construction workers.
- The current 2022 workforce of 43,000 nonresidential construction workers appears to meet the future 5-year demand of 22,000 workers for large capital projects, even when incorporating the goals for apprentice and people of color utilization. However, the region will need an additional 370 female construction workers to meet diversification goals.
- While the workforce as a whole appears largely ready to meet the demand at a sum total level, this conclusion breaks down when looking through an occupational lens at diversification for each major trade.
- When diversification and workforce deficits are added together by trade, this analysis shows that the current supply would fall short by about 270 people of color, 1,050 females, and 1,290 apprentices to fill the needs for all trades in the region over the next 5 years. These deficits more accurately show the deep need for additional outreach to, training and retention of underrepresented groups for skilled trade career opportunities.
- An estimated 5,900 PTE workers will be needed. As with the trades, these positions may be filled by a combination of the existing workforce and new entrants.
- Three PTE occupations account for over half of total PTE demand: office clerks, project management specialists, and civil engineers.

Box 3. Supply of workers in the nonresidential construction trades in the Portland Metro area: 2022

Total number of Construction workers: **43,000**

- Total people of color: **11,200**
- Total women: **2,100**

Total number of PTE workers: **12,800**

- Total people of color: **2,900**
- Total women: **7,100**

Completion rate for all registered apprentices: **55%**

- People of color completion rate: **46%**
- Women completion rate: **46%**

Box 4. Demand for workers in the construction trades and PTE on public projects over \$15M in the Portland Metro area over the next 5+ years

Total number of projects: **107**

Total dollar amount of projects: **\$13.1–\$15.3 billion**

Total number of Construction workers needed: **22,000**

Total number of PTE workers needed: **5,900**

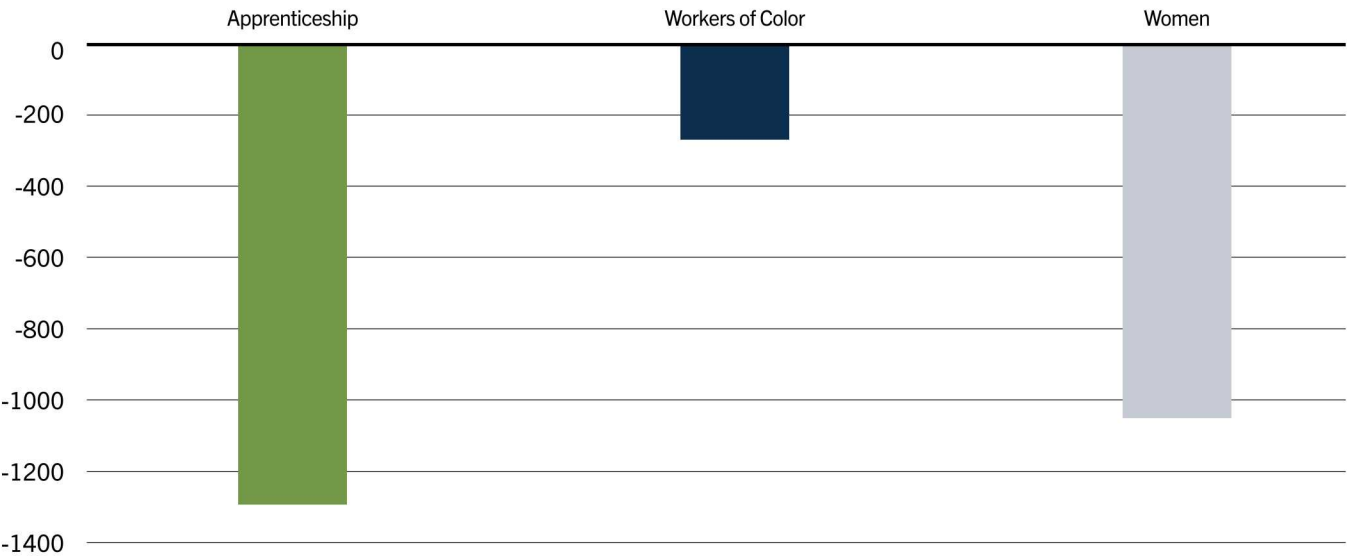
Demand for diverse workers and apprentices for current known workforce goals:

- Apprentices: **1,000**
- People of Color: **900**
- Women: **600**

Demand for diverse workers and apprentices, assuming all public projects have goals of 17% apprentice, 21% people of color, 11% women:

- Apprentices: **3,800**
- People of Color: **4,700**
- Women: **2,500**

SUPPLY AND DEMAND GAP ANALYSIS: Deficits by Trade Assuming Goals on All Projects



Findings Overview: Barriers to Diversifying

- Retention of diverse workers is adversely affected by the lower-quality training these workers often receive on the jobsite from supervising journeypersons, which means that these apprentices are less included in the trades and struggle to excel and advance.
- Harassment remains a significant issue on jobsites. This includes harassment based on gender, race, and other identities; harassment of apprentices; and disrespect often experienced by all workers. Workers also experience isolation and exclusion. This impacts the industry’s ability to retain current workers and recruit future workers. The industry has not yet widely adopted policies and practices that effectively address jobsite harassment and discrimination incidents.
- Women and people of color are less likely to have opportunities for advancement within the industry such as becoming forepersons, superintendents, or company owners. Additional support is needed related to the transition from apprentice to journey-level.
- Real-life financial hardships or unexpected life situations often arise (i.e. family care needs, transportation issues, etc.), especially for early term apprentices who may have limited or no savings, which can be enough to prevent them from continuing with their careers. Additionally, the lack of steady work in the construction industry particularly impacts female workers and workers of color. Studies have shown that these workers work far fewer hours annually than their white male counterparts.
- Both the cost of childcare and access to childcare (especially for non-standard shifts) are a barrier to success for parents in the industry.
- Requirements for long shifts, changing schedules, and non-standard work hours without options for flexibility in work hours pose challenges for workers, especially those with caregiving needs.
- Most connections into apprenticeship still occur through personal referrals, which women and people of color are less likely to experience, and outreach that is done by word of mouth is rarely targeted specifically toward marginalized communities. Outreach and marketing efforts are not well coordinated across the region, frequently do not reach a diverse audience, and the impact of this outreach is unknown.
- State-certified pre-apprenticeship programs expose historically underrepresented populations to the trades, screen them for job readiness, and help to cultivate a pipeline of diverse jobseekers. However, these programs have limited capacity due to funding sustainability concerns and reporting fatigue for their numerous existing funders. Not having a more sustained and/or streamlined funding model for pre-apprenticeship programs is a barrier for better and increased recruitment of women and people of color into construction.
- Lastly, the majority of public projects in the Portland Metro area do not have workforce participation goals. Those that do have goals struggle with monitoring and enforcing them. Agencies reported that staff, time, and cost could be barriers to implementing and upholding goals.

Recommended Regional Actions for Diversifying the Construction and PTE Workforce

Meeting the increasing demand for a skilled workforce necessitates coordinated efforts on a regional scale, addressing retention barriers and entry faced by workers often marginalized in the sector. Successful strategies involve participating in regional collaborations to establish diverse worker and apprentice goals, collectively investing in recruitment and retention initiatives, identifying, and implementing culturally specific strategies tailored to the unique needs of workers, especially women and people of color, and addressing the challenge of affordable childcare. With leadership from the federal government and locally, the region has an historic opportunity to incorporate these promising practices into workforce equity strategy and community benefit outcomes.

The following recommendations are discussed at length in the full report:

1. Grow a diverse regional construction workforce through multi-jurisdictional collaboration, coordination, and targeted investments.

Make the intentional choice to build up the regional workforce by joining forces with existing successful regional efforts to eliminate barriers for women, people of color and justice-involved¹ individuals accessing and staying in quality construction careers.

- Adopt the Construction Career Pathways Framework (CCPF).
- Join multi-jurisdictional coordination tables and Funder Collaborative to scale up regional workforce planning and investments. CCPF's Regional Collaborative Committee and the CCPF Funder Collaborative.
- Embed equity goals into all workforce agreements. The Regional Workforce Equity Agreement (RWEA) can be a model.

2. Improve retention through addressing jobsite culture and other challenges.

- Mandate contractors commit to actively improve jobsite culture by establishment of zero-tolerance policies, robust reporting mechanisms, and consistent implementation of proven positive work environment training.
- Invest in project-level retention support to keep skilled workers.
- Provide flexibility in work hours to address workers' caregiving and health needs.

3. Knock down the barriers that women and workers of color face to grow a skilled workforce.

- Fund and grow comprehensive support services programs that can help a new generation of workers advance in their careers.
- Make affordable, accessible, reliable, and high-quality childcare a signature workforce and community benefit.
- Allocate resources to fund and grow programs that remove barriers to entry for diverse workers.

4. Implement Effective Project Administration and Procurement Strategies.

- Effectively plan for and resource successful implementation of workforce equity policies within a public jurisdiction.
- Establish oversight committees and sustained labor management community committees to address challenges and share best practices.
- Use procurement processes to ensure contractor compliance on respectful workplaces, inclusion, and anti-harassment initiatives.

5. Increase Communication and Education for Project Managers and Contractors.

- Enhance Project Communication and Expectations between public administrators and contractors.
- Allocate resources for training opportunities and internal support tailored to project managers, focusing on advancing equity in construction projects.

6. Continue to explore and address Professional, Technical and Engineering (PTE) equity opportunities.

- Work with local and state educational institutions, students, and employers to identify the key barriers and solutions to more diversity in PTE jobs.
- Fund and grow comprehensive support services programs that can help a new generation of diverse workers grow in the PTE sectors. ■

¹ Justice-involved: refers to anyone who has had interaction with the criminal justice system as a defendant.

ACKNOWLEDGMENTS

Study Team

This study was collectively conducted by a group of nonprofits and one private consultant, all of which have extensive background in workforce equity policy and research:

Clackamas Workforce Partnership: Clackamas Workforce Partnership is the nonprofit workforce development board serving Clackamas County since 2001 and is an affiliate of the state public workforce system, WorkSource Oregon, and the federal American Jobs Center Network. CWP’s mission is to create a more diverse, equitable, and inclusive workforce through collaboration and investments in people and businesses of Clackamas County. CWP is focused on building an inclusive workforce system that promotes innovation, responsiveness, and transparency, and meets the needs of the people and communities of Clackamas County. CWP works across the nonprofit, public, and private sectors to identify and address critical issues impacting the local workforce system, including barriers to employment faced by historically marginalized communities. CWP facilitates collaborative relationships among stakeholders from a variety of backgrounds, industries, and roles, which help inform the development of programs and services that remove barriers to socio-economic stability; help meet the needs of local employers; and promote equitable economic development.

Estolano Advisors (EA): EA celebrates this unprecedented investment in high-road and inclusive strategies and is eager to capitalize on the opportunity it presents to build a more equitable economy. As urban planners and public policy consultants, our expertise is in addressing precisely those challenging, multifaceted, and knotty issues—jobs, transportation, housing, infrastructure, and the integration of all four—whose untangling leads to a more just, equitable, and climate-resilient future. Since our founding in 2011, we’ve partnered with governments, communities, unions, and employers to pioneer these sorts of inclusive approaches to economic development. With local governments around the country struggling to access new funding programs—often for lack of technical experience—EA can help train our partners and allies on the exact tools and strategies to unlock federal funds. In several cases, we literally wrote the book on these very approaches. Our principled focus on equity, proven success as cross-sector advisors, and penchant for finding pragmatic solutions for achieving shared objectives, constitute our firm’s distinguished skillsets. Estolano Advisors is led by recognized thought leaders supported by a team of diverse technical experts. Cecilia V. Estolano, Richard France, Cynthia Guzmán, Tulsí Patel, Winnie Fong, Ginny Browne, and Raahi Reddy comprise the leadership team.

Oregon Employment Department (OED): The OED Workforce and Economic Research Division is instrumental in the production of accurate, reliable, and timely labor market data through surveys and analyses. Information is disseminated through publications, presentations, media contacts, and responses to customer requests. Workforce development policy makers, businesses and business associations, and educational entities are key Research customer groups.

Portland State University (PSU): Starting in 2011, Dr. Maura Kelly has conducted several research projects on workforce diversity in the construction workforce in Oregon. These projects have included assessing recruitment and retention of a diverse workforce in the construction trades as well as conducting formal evaluations of programs aimed to increase workforce diversity in the construction trades. Findings of this research have been published in research reports for funders (see www.pdx.edu/profile/maura-kelly) as well as in a peer-reviewed journal. Dr. Kelly has experience with a variety of evidence-based research methods in the construction trades context, including interviews and focus groups, which were the primary methods for the PSU researchers’ component of this project.

Workforce Southwest Washington (WSW): WSW, a 501c3 nonprofit, leads the regional workforce development system as the Local Workforce Development Board for Clark, Cowlitz, and Wahkiakum counties. WSW invests in programs and services that equip youth and adults for employment, career advancement, and self-sufficiency. WSW aids in business growth by funding and collaborating with companies to foster recruitment, training, and retention of employees. WSW uses its partnerships with labor market analysts, economic development agencies, industry, and “real-time” labor information tools such as JobsEQ to forecast changes in the area, analyze worker supply and employer demand, and support regional workforce investments. This data-driven, employer-focused approach informs planning, service delivery, implementation and continuous improvement.

Worksystems Inc. (lead): Worksystems, since it formed as an agency in 1999, has worked intentionally to use labor market information from local, state and federal agencies alongside first-hand workforce intelligence gathered from local employers to design workforce development programming that maximally benefits job seekers and employers in the community. The approach requires intensive workforce supply and demand data analysis. Resulting Sector Strategies are industry-driven, data-based plans to improve the quality of the local workforce in high-growth industries. All sector strategies have specific goals related to ensuring underrepresented populations gain access to career exposure, training and quality jobs.

Study Funders

This study was commissioned in May 2023 by the Oregon Department of Transportation and Washington State Department of Transportation for the Interstate I-5 Bridge Replacement program (IBR). ■



workforce
SOUTHWEST WASHINGTON



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CONSTRUCTION CAREER PATHWAYS REGIONAL FRAMEWORK

The Construction Career Pathways Project (C2P2) Public Owner Workgroup (Workgroup) is comprised of 16 public agencies tasked with developing a regional approach to recruiting and retaining women and people of color in the construction trades. Since July 2018, Oregon Metro convened the C2P2 Workgroup to develop a regional approach to construction workforce equity for the Greater Portland metropolitan area. Over the course of nearly a year, the Workgroup met as a whole and in subcommittees to identify regional strategies and potential investments that will grow the number of people of color and women in the construction trades.

This Regional Framework (Framework) summarizes a series of strategies needed for creating and sustaining a diverse construction workforce. It offers high level guidance to Public Owners committed to fostering the diverse workforce needed to meet projected construction demand.¹ The attached toolkit provides Public Owners with practical approaches to implementing the strategies outlined in this Framework. The Framework and toolkit are not procurement documents or contracts.

Buy-in from multiple public agencies and cross-sector collaboration with labor, community-based organizations, contractors, educational institutions, and others, will be essential to ensure impact at a regional scale. The toolkit provides guidance on how to create impactful partnerships to diversify the workforce. If successful, the Framework can elevate a truly regional, collaborative approach that will create a robust pipeline of work, a consistent demand for workers, and an unprecedented opportunity to make transformative investments that will lift Greater Portland residents out of poverty.

This Framework provides seven essential points Public Owners should integrate into their practices in order to ensure success and truly move the needle toward achieving construction workforce equity. The accompanying toolkit provides additional details and guidance to Public Owners as they implement the recommendation their relevant policies, programs, and procurement practices.

I. SET CLEAR WORKFORCE DIVERSITY GOALS

Public Owners should establish regionwide targeted hire goals to increase diversity in the construction workforce (see below). The toolkit provides guidance on additional goals Public Owners may consider in order to create a demand for diverse construction workers, and a ramp up period timeline to ensure success.

- A. A minimum of **20% of total work hours** in each apprenticeable trade shall be performed by **state-registered apprentices**;
- B. A minimum of **14% of total work hours** shall be performed by **women and women-identified persons** – both journey and apprentice-level workers;
- C. A minimum of **25% total work hours** shall be performed by **persons of color** – both journey and apprentice level workers.

¹ For more information about projected demand, see the Metro *Regional Construction Workforce Market Study*: <https://www.oregonmetro.gov/sites/default/files/2018/07/02/C2P2-regional-construction-workforce-market-study-07022018.pdf>.

II. SET PROJECT THRESHOLDS

Public Owners will set a project cost threshold to trigger targeted hire goals and set a “tiered” system to determine tracking requirements. The threshold tiers recommended in the toolkit are based on the Public Owner’s typical project size and cost. Agencies should consider and adopt the thresholds outlined in the toolkit or set modified thresholds based on their typical project size and their capacity to monitor compliance.

III. TRACK AND REVIEW PROGRESS ON GOALS

Public Owners should utilize a software tracking system – such as Elations, LCPtracker, B2GNow - to streamline reporting and compliance. Adopting a data-driven approach will facilitate the enforcement of targeted hire goals and help Developers/Prime Contractors troubleshoot any issues that may arise. Collecting this data regionally helps to create and allows for monitoring and reassessment of progress towards workforce goals. The toolkit provides a list of approaches to collecting workforce data, along with a set common data points all Public Owners should commit to collecting in order monitor their progress towards achieving workforce diversity goals.

IV. DEVELOP A WORKFORCE AGREEMENT

Workforce Agreements are enforceable contracts that govern the terms and conditions of employment for all workers on a given construction project. They serve as a useful mechanism to align practices to ensure diversity goals are met and allow for clear tracking and monitoring of contractors by Public Owners, community-based organizations, and certified firms. Workforce Agreements avoid costly delays due to labor disputes or shortages of workers, and contractually ensures that publicly funded projects are completed on time and on schedule for the benefit of taxpayers.² They offer Public Owners increased oversight of numerous contractors and unions on large projects. The toolkit contains a series of terms that are critical to achieving workforce diversity goals and should be considered when negotiating a Workforce Agreement.

V. IMPLEMENT WORKSITE ANTI-HARRASSMENT AND CULTURE CHANGE STRATEGIES

To support, cultivate and grow a positive jobsite culture, Public Owners should require an approved worksite harassment prevention strategy. Programs such as Alteristic’s Green Dot or the Carpenter’s Positive Jobsite Culture Training programs ensure all employees, regardless of race, gender, or creed, are guaranteed a safe and respectful working environment.³ By working together, Public Owners, trades, and contractors can put practices in place that can help eliminate hostility and bullying in the construction industry.

VI. COLLECTIVELY INVEST IN WORKFORCE SUPPLY

Public Owners acknowledge that a regionwide workforce diversity policy must be paired with a coordinated approach to recruitment, training, and retention of women and people of color. Public Owners must engage labor, industry groups, and community-based organizations to address ongoing barriers that prevent people of color and

² Labor Agreements, Project Labor Agreements, Community Workforce Agreements, and Community Benefits Agreements are other legally enforceable contracts that when implemented, can result in diversity outcomes on public projects.

³ Alteristic’s Green Dot Violence Prevention program is a bystander intervention strategy that aims to prevent and reduce power-based personal violence at school campuses and workplace environments, including sexual harassment and bullying. Green Dot develops curriculum and training materials using strategic planning, bystander mobilization, interpersonal communication, and coalition building. The Green Dot program was successfully implemented as part of the project labor agreement for the Multnomah County Central Courthouse and can be a model adapted for projects and jobsites across the region. More information can be found at: <https://alteristic.org/services/green-dot/>.

women from entering the construction industry. Public Owners should also direct funds towards increasing the number of qualified women and people of color in the construction industry. The toolkit offers three ways Public Owners can facilitate a continuous investment in the construction workforce.

VII. ESTABLISH REGIONAL COLLABORATION

The success of the recommendations outlined in this Framework depends on implementation. Public Owners must institutionalize a coordinated structure and process to get a sense of their collective progress and calibrate their efforts as needed. Public Owners should also develop clear roles for external stakeholders (trades, contractors, industry groups, certified firms, and community-based organizations) to ensure efforts are coordinated, complementary, and not duplicative. The toolkit outlines a process for regional coordination, including a committee structure and suggested functions.

VIII. NEXT STEPS

The undersigned agree to participate on a Regional Implementation Committee (Committee) to create an action plan for adopting and the implementing the recommendations of the Framework within each agency and coordinating on a regional scale. The Committee will also engage external stakeholders (trades, contractors, industry groups, certified firms, and community-based organizations) to collaboratively, creatively, and continuously to truly move the needle on diversifying the construction workforce and placing workers into career paths that deliver economic prosperity.



OREGON TRADESWOMEN / DAWN JONES REDSTONE

Construction Career Pathways Framework

A CASE STUDY IN JOB CREATION FOR A JUST SOCIETY

Diversifying the construction industry will help address generational labor shortages, control costs for project owners, and provide economic mobility for women and other marginalized workers.

Background

Despite economic volatility related to the Covid-19 pandemic, the construction industry remains a high-growth sector and one of the last bastions of middle-wage jobs in an era of extreme income polarity. Because of this, construction careers provide a reliable pathway for younger generations to achieve economic mobility. The job opportunities in this industry are not, however, equitably accessible to everyone in the community. Construction continues to be a male-dominated and racially homogeneous industry. In 2021, nearly 88% of people employed in construction were white, and less than 4% were women in non-office jobs, according to the U.S. Bureau of Labor Statistics.

At the same time, construction businesses report a severe shortage in skilled talent, and foresee a 'silver tsunami' of Baby Boomer retirements in the coming years. This labor shortage reflects not only an age gap, but also gender and racial inequities. Unwelcoming and often hostile workplace cultures, as well as a lack of training and on-the-job support, can make it difficult for women, Black, Indigenous, Latinx, Asian and immigrant workers to succeed in the construction industry. This occupational segregation is a significant barrier to economic equity for women and BIPOC communities.

Metro's Construction Career Pathway Framework shows how government agencies can collaborate with stakeholders to influence the culture of an industry long-considered immune to change.

oregonmetro.gov



A changing workforce

Construction workers are aging out of the workforce and younger workers are not entering the field in large enough numbers to replace them. For every five workers nearing retirement in the Portland (Oregon) region, only three workers under 24 years old are entering the construction workforce⁵. Left unaddressed, the shortage of workers will continue to grow as current workers age and the population becomes more diverse. A smaller pool of skilled construction labor increases costs and risks for public project owners.

Government agencies have both the opportunity and the imperative to invest in robust and equitable labor pathways, and to establish high road standards in the construction industry. These strategies create multiple public benefits: to rectify historical inequities and promote shared prosperity; to make jurisdictions more competitive for federal funding; to stabilize a volatile labor market; and to transform the construction industry by normalizing inclusive practices and accountability. Public project owners further benefit by making costs more predictable, improving job quality and preventing labor strikes.

Methodology

Having identified a need for 14,000 construction workers on over 80 capital projects green lighted for building in the Portland Metro Region over the next ten years, Metro convened a Public Owner Workgroup representing 16 public agencies to develop a roadmap to increase both the supply of and demand for women and BIPOC workers in the construction industry. This process was informed by a comprehensive market study¹ that focused on the opportunities and challenges facing women and BIPOC workers in the construction trades, as well as significant input from community advocates such as Oregon Tradeswomen, construction businesses and labor unions. With the adoption of the Construction Career Pathway Framework², the Portland metro area is the first to use governmental standards to address worksite culture.

Framework

The Construction Career Pathways Framework is a comprehensive strategy for aligning public programs with community resources for creating new employment opportunities, strengthening the workforce contributing to public capital projects and reducing the long-term cost of construction.

Best Practices for Developing Workforce Equity Policy in Your Jurisdiction



The framework focuses on:

- Setting consistent workforce diversity goals
- Investment in recruitment, training, retention
- Changing the culture on worksites
- Utilizing workforce agreements to establish job quality, job access and project delivery expectations with union labor partners
- Tracking and measuring diversity outcomes region-wide

The cornerstone of the Construction Career Pathways Framework is **creating demand for a diverse workforce by setting consistent goals across a region**. Goals are based on the current availability of workers as well as local demographic data in order to be realistically ambitious. Inter-agency coordination strengthens the effectiveness of these goals by establishing consistent standards among public projects.

Robust investment in **culturally-relevant recruitment, training and retention programs helps build a diverse supply of skilled labor** for capital projects, and supports the community as a whole by providing pathways out of poverty for women and BIPOC communities. Some of these programs serve girls as young as 8 years old. Data in the Portland region shows that providing extra support such as childcare and rental assistance to people in apprenticeship programs significantly boosts the rate at which they complete their programs. The effect is even greater for women and BIPOC workers³.

Workforce Agreements that establish job access, project delivery and compensation standards, and Community Benefit Agreements (CBAs) that increase stakeholder engagement and define concrete community improvements can be included in project contracts. Both are **legally binding agreements that hold parties accountable for hiring practices and worksite conditions**. Consistent metrics are defined in a Public Owner Toolkit⁴, and the goal is to create a uniform regional tracking and reporting system that will **readily assess diversity outcomes** and provide public transparency.

Challenges

While the benefits of a stable, skilled and diverse construction workforce are clear, the project group faced some resistance from partner agencies and contractors alike. Many conversations were needed to uncover and assuage concerns about the framework. These concerns included: costs associated with recruitment, training and retention programs; the intractability of worksite culture; and the relative market impact of regulating only public projects.

By focusing on the much greater costs of inaction—both in terms of community poverty, social injustice, and project labor shortages—advocates were able to persuade other stakeholders that the proposed investments will yield high returns in the long term. Community advocates used testimonials and profiles to show that women and BIPOC apprentices are well-equipped with both passion and aptitude for construction work, noting that harassment and discrimination are never acceptable.

Though public project owners represent only a fraction of all construction job creators, they draw from the same workforce as private projects. An increased supply of skilled labor will benefit the sector as a whole, and



A new mental model for what it means to be a “construction worker”

Biases in the construction industry are deeply ingrained. In a recent survey⁶, nearly half of all women in local apprenticeship programs reported receiving unwanted sexual attention. For this reason, it is often assumed that construction jobs “aren’t good” for women and people of color because of prejudices about physical capability and worker attitudes.

In order to meaningfully address barriers and transform worksite culture, all stakeholders must commit to a new mental model of what it means to be a “construction worker” and agree on two things: women and other marginalized people are capable of any job on a construction site, and harassment isn’t acceptable in any industry.

Metro is the only directly elected regional government and metropolitan planning organization in the United States. Metro serves more than 1.5 million people in Portland, Oregon, and 23 other cities. Established in 1979, Metro provides regionwide planning and coordination to manage growth, infrastructure and development issues that cross jurisdictional boundaries.

Oregon Tradeswomen, Inc. helps transform lives by building community and economic independence through empowerment, training, career education, advocacy, and leadership development for women and gender non-conforming job seekers in the skilled trades.

 Oregon
Tradeswomen



Nickeia's story

During her apprenticeship, Nickeia faced harassment and discrimination, but she persevered, and has been a Union Carpenter since 2011. According to Nickeia, "When we build each other up by creating respectful workplaces, it is hard work, but not impossible work. You must support and educate craft workers while creating safe job site environments. This means having spaces to

make mistakes, be corrected and educated, not isolated, ridiculed or alienated."



Liz's story

After graduating from high school, Liz went to college because it was what she was 'supposed to do.' But years after earning her degree, she was still struggling to earn enough to build her future. "Until I got into the trades, I didn't earn a living wage," she says. "Because of Oregon Tradeswomen, I now earn a living wage working a job I love. I cannot overstate how important this has been to my confidence

and how important it has been to me in my life."

improvements in worksite conditions in public projects will influence standards on private worksites. By asserting their authority as public project owners, government agencies can make progress toward their goals as responsible stewards of public resources.

Conclusion

Public agencies are accountable to the people they serve. This means ensuring all of their work—including construction projects—benefits the community equitably. Investing in workforce equity in the construction industry is not only the 'right thing to do,' it also makes good business sense for municipalities needing a steady supply of skilled labor to build capital projects that fuel economic growth. Government agencies and community-based organizations can work together to change the culture of the industry as well as prepare historically marginalized people for middle-wage careers in construction. Intergovernmental alignment to set high-road industry standards incentivizes contractors to modernize, and helps make collective progress toward diversity, equity and inclusion goals.

- 1 oregonmetro.gov/sites/default/files/2018/07/02/C2P2-regional-construction-workforce-market-study-executive-summary.pdf
- 2 oregonmetro.gov/construction-career-pathways
- 3 Wilkinson, Lindsey and Maura Kelly, 2016. (Still) Building A More Diverse Workforce in the Highway Trades: 2016 Evaluation of the ODOT/BOLI Highway Construction Workforce Development Program.
- 4 oregonmetro.gov/sites/default/files/2019/11/04/construction-career-pathways-regional-toolkit-20191029.pdf
- 5 oregonmetro.gov/news/snapshot-efforts-diversify-greater-portlands-construction-industry
- 6 Wilkinson and Kelly, 2016.



WorkSource Oregon Clackamas

An Overview of the Local Workforce
System for Partners and Providers

Presented by:

Brent Balog
Senior Program Manager
Clackamas Workforce Partnership

SS19

Welcome!

Thanks for being here!

As you get settled, please enter into the chat:

- Your name
- Your agency and role
- Your pronouns (optional)
- Email or contact info (optional)



Agenda

- Welcome & House Keeping Notes
- Small Group Introductions
- Overview of the Workforce Innovation & Opportunity Act
- Overview of America's Job Centers Network
- Overview of Local Workforce Boards
- Overview of WorkSource Oregon
- Overview of WorkSource Clackamas
 - Core Partners
 - Services for Jobseekers
 - Services for Employers
- Opportunities to Partner with WSC

SS21



Considerations

- Please connect with and exchange contact information with others
- Please keep your video on when possible
- Please stayed muted unless speaking
- Please use the “hand raise” feature to ask questions
- This will be recorded, make an adjustments as needed.
- A recording of the event will be shared
- Don't be shy – ask questions and share comments!



Meet and Greet

- 10 minutes
- Small Group Meet and Greet
- Share basic information about yourself
 - Name
 - Agency and role
 - Focus of your program/projects
- Be prepared to share about someone you met



Federal Workforce Investments

- Workforce Development: Training and education opportunities, along with other services that benefit jobseekers and workers in obtaining credentials and employment that meet their needs.
- Workforce Investments: Money from various agencies of the federal government used to promote training and education; employment services and unemployment supports; and other needs, like housing, re-entry, etc.
 - Department of Labor
 - Department of Education
 - Justice Department
 - Dept. of Housing and Urban Development



Federal Investments in Workforce Development

- 1933 – Wagner Peyser Act
- 1962 – Manpower Development Training Act
- 1973 – Rehabilitation Act
- 1973 – Comprehensive Employment and Training Act
- 1982 – Job Training and Partnership Act
- 1998 – Workforce Investment Act of 1998 (WIA)
- **2014 – Workforce Innovation & Opportunity Act (WIOA)**



Workforce Innovation & Opportunity Act

- Emphasis on partnerships, coordination across agencies and sectors
- Requires each state to establish coordinated system of employment services
- Requires states to provide connections between those seeking work and those seeking workers
- Requires states to provide jobseekers with employment support services; training and education services; and access to labor market data, etc.
- Ties public benefits to job search requirements and skills development activities, provided to individuals in a central location

To reform and strengthen the workforce investment system of the Nation to put Americans back to work and make the United States more competitive in the 21st century.



Workforce Innovation and Opportunity Act

WIOA – One Stop Model for Service Delivery

- WIOA requires coordinated delivery of services within a central location – a “one stop” model.
- The “one stop” model requires a variety of state agencies, education/training providers, social service providers, and other relevant entities to work together under a single umbrella
- The “one stop” model reduces barriers to access, and promotes alignment among service providers
- Some specific service providers within the “one stop” are mandated by federal law – for example, state employment departments
- Some specific services are mandated by federal law, such as services for non-native English speakers, but the provider may be selected from local entities.



WIOA – One Stop Model for Service Delivery

- **WIOA Mandated Services**

- Job training
- Unemployment Assistance
- Adult Literacy and Education
- Youth Literacy and Education
- Services for People with Disabilities
- Services for Veterans



- **WIOA Mandated Partners**

- Various agencies authorized under federal legislation
- State Employment Departments
- Local workforce boards
- Easterseals
- Job Corps
- TradeAct
- Jobs for Veterans
- State Rehabilitation Services
- State Human Services Departments/programs



WIOA – America's Job Centers Network

- WIOA-funded “one stop” career centers are part of the national American Job Center Network
- Certain services and service providers are required for all American Job Centers
- Other services and service providers are specific to the needs of individual states and regions
- These are based on the major resources, industries, and employers within a region



Local Workforce Boards

- Local workforce boards (also called workforce investment boards or workforce development boards) are a required component of WIOA
- LWBs are responsible for managing federal and state funding for workforce development services – which are provided within a “one stop” facility
- LWBs facilitate coordination among business owners, employers, industry and labor representatives, educational institutions, government, and service providers
- LWBs facilitate partnerships across the private, public, and nonprofit sectors, which help identify and address the critical socio-economic and workforce challenges facing local jobseekers, employers, and communities.

Core Functions of a LWB

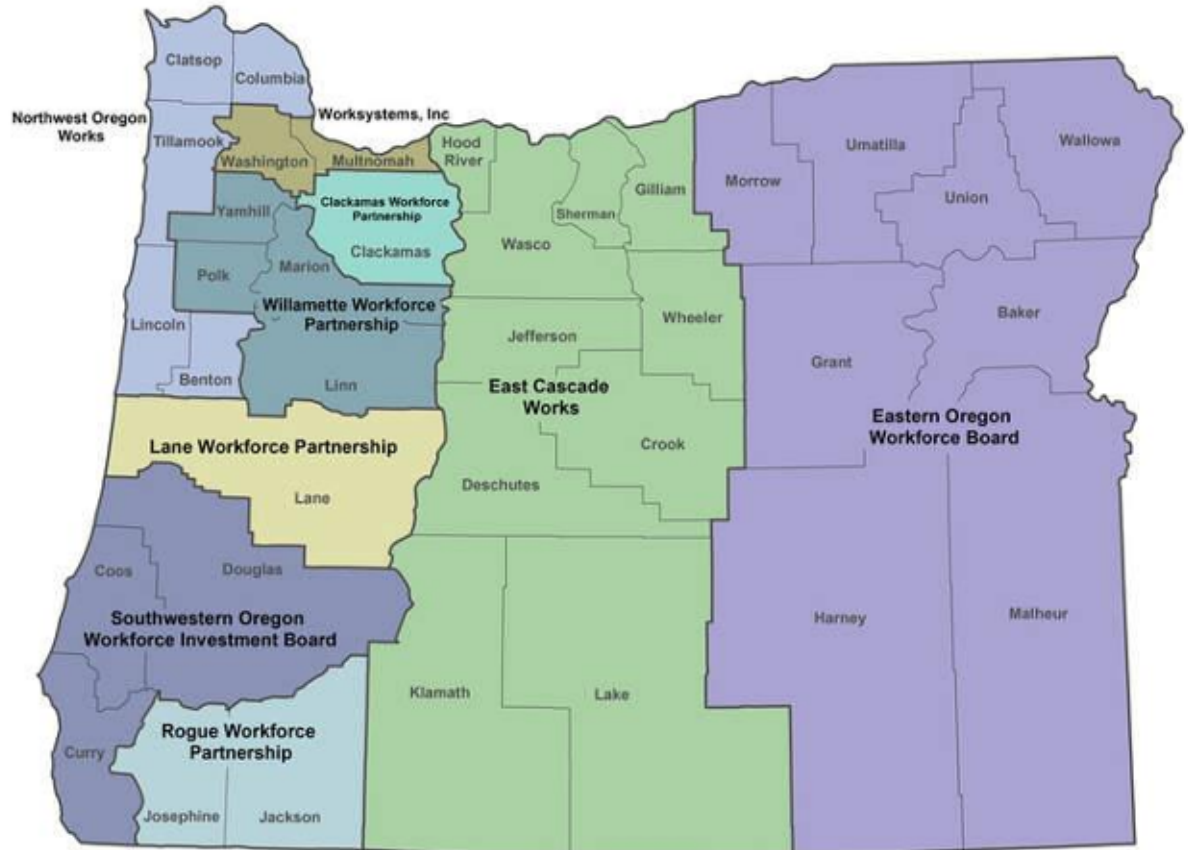
- Each state has one or more workforce development regions, with each region guided by a local workforce board.
- These regions are based on the prevalent resources, industries, and employers in the area, and help ensure workforce services are relevant to local need.
- Within each region, there are one or more American Job Centers, where services are provided to both jobseekers and employers.

Core Functions of a LWB

- Ensure all service providers within a one-stop work in coordination
- Develop and manage contracts with service providers
- Ensure all one-stop centers fulfill their legal obligations under WIOA
- Facilitate collaborative relationships between service providers and employers
- Facilitate collaboration between local government and the business community
- Identify best practices in service delivery and technology tools
- Ensure access for people with disabilities and other priority populations

Oregon's Nine Workforce Boards

- **Clackamas Workforce Partnership**
- Northwest Oregon Works
- Willamette Workforce Partnership
- Lane Workforce Partnership
- Rogue Workforce Partnership
- Worksystems, Inc.
- East Cascade Works
- Eastern Oregon Workforce Board
- SW Oregon Workforce Board
- Oregon Workforce Partnership



Clackamas Workforce Partnership

- Clackamas County's local workforce board since 2001
- **Targeted Sectors:** healthcare; manufacturing; technology; construction
- **Additional Priority Sectors:** Behavioral health; early childhood education and childcare; social/human services
- **Advisory Groups** – People, Business, & Systems
- **Columbia-Willamette Workforce Collaborative**



**Clackamas
Workforce
Partnership**
WORKFORCE DEVELOPMENT BOARD

WorkSource Oregon

- Brand name for the State of Oregon's public workforce system
- All WIOA-related funds/resources are filtered through WSO
- Provides services for jobseekers and employers
- Over 37 WSO One-Stop Centers throughout the state's nine workforce regions
- Each of the nine LWBs ensure these services reflect local need
- www.WorkSourceOregon.org



Anatomy of a WorkSource “One Stop”

- Multiple organizations working under a single umbrella
- WS Centers serve as a single-entry point for all customers
- Opportunities for co-case management of clients
- Guided by the WorkSource Oregon Standards of Service Delivery



WorkSource Clackamas - Partners

- Clackamas Workforce Partnership
- Oregon Employment Department
- Oregon Dept. of Human Services – Self Sufficiency
- Clackamas Community College – Workforce Services
- Clackamas Community College – Adult Education
- Easterseals Oregon
- Immigrant and Refugee Community Organization
- Clackamas County – Housing Authority
- Clackamas County – CFCC
- Job Corps
- Oregon Commission for the Blind
- Oregon DHS – Vocational Rehabilitation
- State of Oregon (various agencies and programs)



WorkSource Clackamas - Partners

- Oregon Manufacturing & Extension Partnership
- Financial Beginnings Oregon
- Goodwill Industries of Columbia-Willamette
- Todos Juntos
- Antfarm Youth Services
- Lake Grove Jobseekers Club
- Norwest Housing Alternatives
- Northwest Family Services
- Homeless Solutions Coalition of Clackamas County
- Technology Institute of Oregon
- Clackamas Women's Shelter
- Office of Developmental Disability Services



Jobseekers and Customers

- Legally able to work in the US
- People 14 or older
- First time jobseekers
- People changing jobs/careers
- People seeking new skills
- People seeking credentials/degrees
- People who have been laid-off
- People who are unemployed
- Anyone can be a WSC customer



Services for Jobseekers

- Access to Technology
- Job Search Assistance
- Resume Writing & Development
- Cover Letter Assistance and Interview Preparation
- Career Mapping & Exploration
- Personal Employment Plans
- Youth and Adult Education Services
- Financial Literacy Education
- Computer and Technology Skills Development
- Training and Education Opportunities
- Internships, Job Shadows, and Paid Training
- Job Fairs, Industry Tours, and Employer Engagement Activities
- Referrals to Support Services (childcare, housing, personal technology, etc.)
- Specialized Services for People with Disabilities, Veterans, and other Priority Populations
- Services are client directed – customers can “go at their own pace”



Services for Employers

- Writing and posting open job opportunities
- Recruitment, hiring, and retention services
- Incumbent worker training and professional development
- Operations expansion or reduction counseling
- Lay-off prevention and Rapid Response Services
- Business Operations Consultations
- Tax Abatement Services
- Jobseeker Engagement
- Resources for small businesses
- Resources for entrepreneurs
- Grants and loans for business owners
- Labor market data
- [To learn more, visit CCBS online](#)



**CLACKAMAS
COORDINATED
BUSINESS
SERVICES**

WorkSource Clackamas

WorkSource Clackamas

506 High Street.

Oregon City, Oregon 97045

Monday – Friday (8:30AM to 4:30PM)

www.worksourceoregon.org

Phone: (971) 673-6400

First time customers will be asked to complete a “welcome process” by phone, online, or in-person to learn about WSC and options that might meet their needs.



Become a WorkSource Partner

- Provide a workshop at WSC or for WSC customers
- Host an event at WSC or in partnership with WSC
- Provide drop-in services at WSC
- Attend the Workforce Partner Network
- Invite a WSC rep to present or attend an event
- Contribute to the monthly workshop calendar
- Join a CWP Advisory Group or LLT
- Seeking funding opportunities through CWP



Clackamas Workforce Partnership

- Visit CWP online at www.clackamasworkforce.org/
- Follow CWP online on LinkedIn, Facebook, and Instagram
- **Adult and Dislocated Worker Programs**
 - Jan Filgas – jan.filgas@clackamasworkforce.org
- **Youth Programs**
 - Amy Black – amy.black@clackamasworkforce.org
- **Business Services and Employer Engagement**
 - Amy Oakley – amy.oakley@clackamasworkforce.org
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- **WorkSource Clackamas and Partnerships**
 - Brent Balog – brent.balog@clackamasworkforce.org



Questions?



CLEAN SLATE CLACKAMAS

A Clean Slate Forward

Open the 2nd Monday of Every Month; up to date event information is available on our website.

FREE Expungement Clinic

- Criminal & Juvenile Expungements
- Name Change
- Gender Marker Changes
- Eviction Expungements
- SB 819 Referrals
- Workforce & Jobs Supports

SECOND
CHANCE



Oregon City – 108 11th Street, Oregon City
www.clackamasworkforce.org/for-people/expungement-clinics/



Clackamas Workforce Partnership

CWP...IT'S ABOUT PEOPLE!





Who We Are



Our Mission

To create a more diverse, equitable, and inclusive workforce through collaboration and investments in people and businesses of Clackamas County



Our Vision

All people in Clackamas County communities thrive with fulfilling employment, flourishing businesses, and sustained economic prosperity.



Our Values

- Collaborative
- Responsive
- Solutions-oriented
- Innovative
- Equitable

Who We Are

Oregon's Nine Workforce Regions



- Clackamas County is one of Oregon's nine workforce regions
- Regions determined by population, major industries, and resources
- Each region has a local workforce board (LWB)
- The workforce boards help manage federal, state, and local workforce dollars
- LWBs invest funds in employment and training services, based on the needs of employers and jobseekers in the local area
- Clackamas County's LWB is Clackamas Workforce Partnership (CWP)



What We Do

13 Functions of a Workforce Board

**Develop a Local Plan
based on local input and
need**

**Conduct, share, + use
local data to inform
activities**

**Convene private + public
sectors to inform decisions,
identify issues, and develop
solutions**

**Involve local employers in
decision making +
engagement with the
workforce system**

**Create + expand pathways
to skills development,
professional credentialing, +
employment**

**Identify + implement
best practices in
workforce development
activities**

**Identify trends in
technology + incorporate
in services and decision
making**

**Oversee employment +
training programs for
quality assurance**

**Identify benchmarks for
success based on local
data**

**Select entities to deliver
employment + training
services**

**Coordinate with
educational institutions
to address workforce
needs**

**Oversee use of
workforce dollars**

**Ensure workforce services are
accessible + responsive to needs of
people with disabilities**

What We Do

Core Functions



- Funding and Resource Development
- Convener and Coordinator
- Advocate
- Contract Manager
- Accountability and Quality Assurance
- Oversight of Workforce System

Where We Are

- **WorkSource Oregon - Clackamas (WSC)**

The one-stop-shop for employment and training services in Clackamas County, and CWP is the local workforce board overseeing WSC.

Some service providers are located on-site at WSC, while some provide services at other locations and virtually.

- **Local WSC providers include**

Oregon Employment Department
Department of Human Services
Clackamas Community College
Easterseals Oregon
Immigrant and Refugee Community Organization
Clackamas County
Job Corps
Clackamas Education Service District
Oregon Commission for the Blind
And many more!



Partners

worksource | OREGON Clackamas

- **AntFarm Youth Services**
- **Northwest Family Services**
- **Clackamas County Sheriff's Department**
- **Financial Beginnings Oregon (FBO)**
- **Northwest Housing Alternatives (NWAH)**
- **Goodwill, Industries (Goodwill)**

Organizations and service providers interested in partnering with WSC can coordinate with CWP to outline agreements and processes for working collaboratively.



WorkSource Services:

Who Can Use Them

People

- 14 or older
- Legally able to work in US
- First time jobseeker
- People changing jobs/careers
- People seeking new skills
- People seeking credentials/degrees
- People who have been laid-off
- People who are unemployed
- Returning neighbors
- Other priority populations

Business

- Coordinated Business Services includes:
 - Finding employees + access to new talent
 - Retaining + advancing employees
 - Business operations
 - Labor market info + Data analysis
- From entrepreneurs to small businesses to industries – and everything in between

Community Partners

- Workforce Partner Network
- Child Care Coalition
- Oregon Employment and Training Association
- Benefits Navigator

WorkSource Services:

Job Search & Career Exploration

- Access to Technology
- Job Search Databases
- Resume Development
- Cover Letter Assistance
- Interview Preparation
- Career Mapping & Exploration
- Coaching & Goal Setting
- Personal Employment Plans
- One-on-one Assistance
- Population-specific Services/Resources



Outcomes

4,000+

Customers Seeking
Services WSC



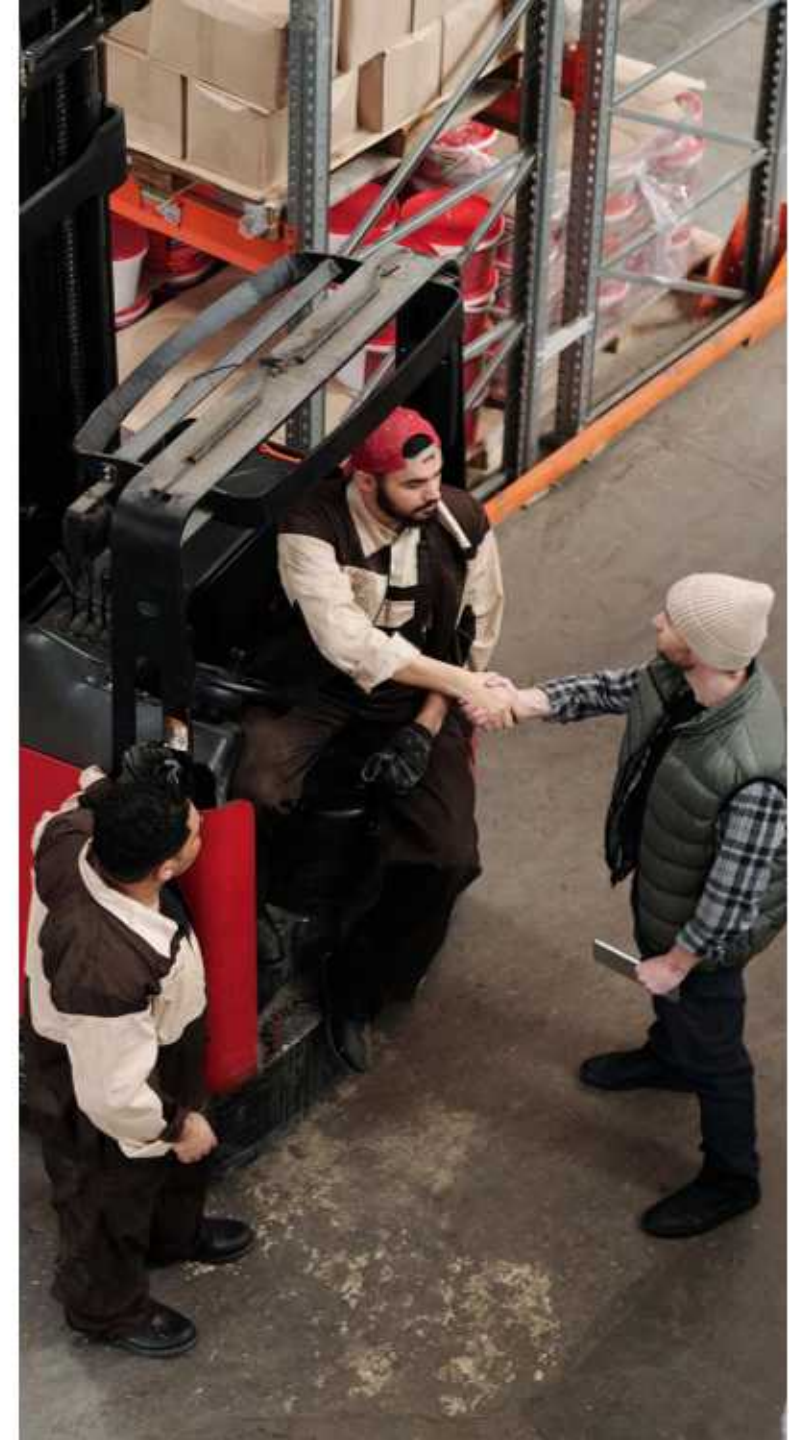
Adult + Dislocated
Worker Median
Earnings Q2 after Exit

\$9,000+

Consistently meeting and exceeding WIOA



Annual Report + Systems Performance Report provide deeper insight.
www.clackamasworkforce.org/our-impact/trends-data-and-annual-reports



What We Are Excited About



- Our NEW! Strategic Plan
- Interstate Bridge Replacement Project
- Clean Energy with PGE
- Child Care Coalition, local and state
- Benefits Navigator and Connect Oregon
- Clean Slate Clackamas
- WorkSource Oregon Modernization
- Youth Internships and Work Experiences
- Oregon Employment and Training Association
- Behavioral Health Consortia



And so much more!

Thank you!

What questions do you have for me?

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