

### Workforce Innovation and Opportunity Act Local Plan

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

Submitted by Northwest Oregon Works

July 1, 2020 - June 30, 2024





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### **Section 1: Workforce and Economic Analysis**

## 1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)]

The economy of Northwest Oregon supported nearly 102,000 payroll jobs, excluding self-employment and most agricultural jobs, in February 2020. The region lost about 17,000 of these jobs in two months as the pandemic recession hit. The five counties regained about 9,000 jobs by March 2021 and have 8,000 jobs to go before returning to their pre-recession level.

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 (16% and 15% 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 25% and 22%, respectively, of their nonfarm jobs. The job gaps remaining for the counties to return to their pre-recession employment level also varies. Columbia and Clatsop counties' employment levels are 5% and 6%, respectively, below their pre-recession levels. Columbia County avoided relatively large job losses to begin with, and Clatsop County benefited from its proximity to Portland when the travel industry began to recover. Tillamook County had an 8% jobs gap and is having a typical recovery. Benton and Lincoln counties still had 9% jobs gaps. In both cases this is due to slower recovery of their important leisure and hospitality industries. Benton County's leisure and hospitality industry is nearly as large as Lincoln County's industry, but it's often overlooked because it is heavily reliant on university students, not tourism.

NOW prioritizes Manufacturing, Health Care, Leisure and Hospitality, and Maritime as in-demand industries. These four targeted industries provided about 40,000 jobs to the region before the pandemic, making them some of the largest in Northwest Oregon. The Oregon Employment Department's Occupational Prioritization for Training (OP4T) indicates that top occupations are in health care. Medical assistants, registered nurses, and nursing assistants were in the top four of occupations overall. Priority manufacturing 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 are highly ranked.

This healthcare sector comprises ambulatory health care, hospitals, behavioral health, nursing and residential care facilities, and social assistance. Payroll employment in Northwest Oregon in 2019 (the most recent year for region-wide geocoded data) was about 14,100 and the industy's average wage was \$53,083. The average wage for all industries was \$44,869. The Oregon Employment Department expects the industry to grow by 9% from 2019 to 2029, add 1,200 additional jobs, and create about 15,100 total occupational openings.

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Northwest Oregon has a diverse manufacturing industry that comprises firms from every NAICS subsector except for Primary Metal Manufacturing. The sector employed 9,200 people in 2019 and paid an average wage of \$65,233. Although manufacturing is projected to grow by only 2% (+130 jobs) from 2019 to 2029, it is such a large sector that it should generate nearly 10,400 total occupational openings due to a large cohort of retirees over the ten years. Manufacturing lost only 620 jobs during the pandemic recession, but it is recovering slowly and has 400 jobs yet to go before returning to its prepandemic 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 5% from 2017 to 2027 and provide about 7,000 total occupational openings statewide. The average wage for those occupations covered by unemployment insurance was \$60,853 in 2017. The highest wages were in some of the transporation, fishing, and wholesale industries. The median wage in 2018 for captains and mates was \$40 per hour, and for sailors it was nearly \$28 per hour. Fishermen, or fishers, made about \$65,000 annually.

Leisure and hospitality employed about 18,500 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 (-8,700) than any other, and it remained 2,600 jobs below its pre-pandemic level in March 2021. Leisure and hospitality is projected to add 1,290 jobs (+8%) from 2019 to 2029 and provide an unparalleled 30,000 occupational openings. Although the industy's average wage was only \$23,121 in 2019, 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 it's more than 100 occupations do pay well and are in high demand.

In the 2020-2030 Occupational Projections with some post-secondary education. Home Health and Personal Care Aides 18.1% change with a total of 1,871 openings. Heavy and tractor trailer truck drivers 2.0% change with a total of 1,201 total openings. First-line supervisors of food prep/serving workers 36.7% change with a total of 1,149 openings. Medical secretaries and administrative assistants 17.8 % change with 986 openings. Medical assistants 22.7% change with 845 openings. Industrial Machinery Mechanics 15.9% change with 410 openings. Food service managers 31.2% change with 342 openings. Northwest Oregon has fewer STEM occupations and only 2,100 published openings requiring post-secondary training. Dental hygienists with a change of 20.5% and 159 openings requiring an associate degree. Medical equipment preparers 12.5% change with 100 openings and post-secondary training required.

The 2021 Job Vacancy Survey by the Oregon Employment Department clearly shows the need for additional occupational preparation for the targeted industries in Northwest Oregon. Leisure and hospitality was the industry with the most vacancies – an estimated average of 1,957 at any given time during the year. Healthcare and social assistance was in second place with an average of 1,908 vacancies at a time throughout the year. Manufacturing was in fourth place with an average of 580 vacancies. The maritime cluster is not surveyed as a distinct industry. Overall, 77% of vacancies are reported by employers as difficult to fill.

# 1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)]

From 2019 to 2029, Northwest Oregon is projected to add close to 6,400 new jobs and have nearly 143,000 job openings. Over 95% 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. More than half (53%) of the total job openings from 2019 to 2029 in Northwest Oregon will require a high school diploma in order to have a competitive level of education. Nearly one-in-five (18%) will require postsecondary training (non-degree) to be competitive; that is the case in NW Oregon and in Oregon statewide. Over one-fifth (22%) 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.

Of the Health Care occupations prioritized for training within NW Oregon with the most openings, one-third require longer term postsecondary training to be competitive, nearly one in ten requires an associate's degree, more than four out of ten require a bachelor's degree, and 2 in 10 require a master's degree or higher education. A review of online job postings within the past year through Labor Insight/Burning Glass indicates that the most common skills requested by health care and social assistance industry employers in NW Oregon include patient care, manual dexterity, cardiopulmonary resuscitation (CPR), scheduling, caregiving, pediatrics, advanced cardiac life support (ACLS), treatment planning, health insurance portability and accountability act (HIPAA), and cleaning.

Within the Manufacturing industry, the occupations prioritized for training with the most openings in NW Oregon are industrial machinery mechanics, first-line supervisors of production and operating workers, welders, inspectors, machinists, structural metal fabricators, and electricians. Most of these jobs require longer term postsecondary training to be competitive in the labor market. According to Labor Insight, the skills most sought by NW Oregon manufacturing companies in the past year's job listings include repair, experience with machinery, scheduling, forklift operation, customer service, lifting ability, packaging, merchandising, predictive/preventative maintenance and project management.

The leisure and hospitality sector is projected to have the largest number of job openings within the region. Of the nearly 30,000 job openings projected through 2029, 94% (28,240 openings) are projected in accommodations and food services and 6% (1,670 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 2019 report, Oregon's maritime industry is projected to have about 6,600 replacement openings between 2017 and 2027. 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, 70% require only a high school diploma while 30% require postsecondary training (non-degree) to be competitive in the labor market.

#### Skills needed for medical equipment preparers:

- Critical Thinking: Thinking about the pros and cons of different ways to solve a problem.
- Monitoring: Keeping track of how well people and/or groups are doing in order to make improvements.
- Quality Control Analysis: Testing how well a product or service works. Maintain medical equipment or instruments.

Skills needed for medical equipment preparers: Clean medical equipment, Prepare medical instruments or equipment for use, Record vital statistics or other health information, Stock medical or patient care supplies.

### **Heavy and Tractor-Trailer Truck Drivers**

- The typical entry level education for this occupation is a Postsecondary training (non-degree).
- Transportation: Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.
- Public Safety and Security: Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions.
- Customer and Personal Service: Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- English Language: Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

Skills needed for Operation and Control: Using equipment or systems; Operations Monitoring: Watching gauges, dials, or display screens to make sure a machine is working.

### First-line supervisors of food prep/serving workers

- Customer and Personal Service: Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Food Production: Knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including storage/handling techniques.
- Production and Processing: Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.
- Administration and Management: Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Personnel and Human Resources: Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.



#### **Medical Assistant:**

- Customer and Personal Service: Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Medicine and Dentistry: Knowledge of the information and techniques needed to diagnose and treat human injuries, diseases, and deformities. This includes symptoms, treatment alternatives, drug properties and interactions, and preventive health-care measures.
- Administrative: Knowledge of administrative and office procedures and systems such as word processing, managing files and records, stenography, and transcription, designing forms, and workplace terminology.
- Computers and Electronics: Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

Skills: Social Perceptiveness: Understanding people's reactions. Active Listening: Listening to others, not interrupting, and asking good questions. Speaking: Talking to others. Reading Comprehension: Reading work-related information. Critical Thinking: Thinking about the pros and cons of different ways to solve a problem

**Dental Hygiene** typically requires an associate's degree and on-the-job training. Bachelor's degree does give a higher level of competitiveness and wage.

### **Industrial Machinery Mechanics**

- Mechanical: Knowledge of machines and tools, including their designs, uses, repair, and maintenance.
- English Language: Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Production and Processing: Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods.

Skills: Operation and Control: Using equipment or systems. Operations Monitoring: Watching gauges, dials, or display screens to make sure a machine is working. Troubleshooting: Figuring out what is causing equipment, machines, wiring, or computer programs to not work. Equipment Maintenance: Planning and doing the basic maintenance on equipment

# 1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]

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, has higher education, and usually has a lower unemployment rate compared with the state due to the presence of Oregon State University. In 2019 about 20% of Benton County's labor force was ages 20 to 24 compared with about 10% statewide.

Total employment in Northwest Oregon was about 116,000 in March 2021. Total employment in the region has been growing at an average of 0.5% per year since 2000. The seasonally adjusted unemployment rate for the region was 6.2% in March 2021. This is not significantly different from the region's long run average unemployment rate of 6.5% and is evidence of the rapidly tightening labor market. 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 has not dropped quite as dramatically after the pandemic recession. The region averaged 4,400 unemployed in the year before the recession. This rocketed to nearly 21,000 in April 2020 and declined to 7,700 in March 2021, still nearly twice the pre-pandemic level.

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. The only exception is that the region will have nearly 54,000 job openings through 2027 that will require less than high school education and the region has about 13,600 people who lack a high school diploma.

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.

Common barriers to employment in Northwest Oregon are veteran status, low-income, houselessness, residing in rural setting, criminal convictions, and a high non English speaking population. Oregon has roughly twice the rate of houselessness as the nation, and the Oregon Coast typically has a higher rate of houselessness than the rest of the state. The 2017 Point in Time count of homelessness in Oregon showed that Clatsop County's rate was the highest in the state at 17.4 people out of one thousand. Tillamook County had the second-highest rate at 8.7 per thousand. Lincoln, Benton, and Columbia counties ranked 13th,14th, and 15th, respectively. The most recent count of people in the community under supervision for a criminal conviction was 1,468. Eighty-four percent of these people were ages 25 to 60. Most required only a medium or low level of supervision and posed only a medium risk to the community.

Two commonly-mentioned barriers to employment in Northwest Oregon are insufficient child care options and insufficient affordable workforce housing. A 2020 study by the Oregon Child Care Research Partnership at Oregon State University for the Oregon Early Learning Division found that Clatsop, Columbia, Lincoln, and Tillamook counties were severe deserts (fewer than 10% of needed slots) for child care for ages 0-2 years and they were deserts (fewer than 33% of needed slots) for child care for ages 3-5 years. Benton County was a desert for children ages 0-2 years and had 33%-50% of needed slots for children ages 3-5 years ¬ still a barrier to parents looking for child care and employment. The median price of homes sold in 2021 and reported through the RMLS real estate service in Clatsop, Lincoln, and Tillamook counties combined was \$455,000. This is roughly ten times the average wage in the region, but for many new job seekers the principal housing problem is the lack of rental housing. Recent increases in the conversion of long-term rental housing to vacation rentals has greatly reduced the supply of workforce housing, except for multifamily housing, of which there is also a shortage

1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]

Equus provides career services which involve workshops, labor market information and job search assistance, support services, career and financial assessments, work readiness activities and the National Career Readiness Certificate. Training and education are funded and NOW emphasizes training in high-demand sectors and our responsiveness to the needs of healthcare, manufacturing and maritime industries are a great strength in our local area.

A strength is the healthcare training provided for medical assistants, phlebotomy, certified nursing assistants, and medical administrative training in partnership with the five community colleges. The weaknesses we have faced in developing the healthcare workforce is during clinical portions of training when participants struggle to finish because of the demanding clinical hours that do not allow them to work and pay their bills. To address this gap, NOW is working to develop standards and guidance for providers that will allow more robust supportive services for participants in healthcare training during clinicals. We fund training for participants in welding and entry-level manufacturing occupations very effectively. While we have lacked capacity, two community colleges have grown their manufacturing programs and increased capacity, which is a great strength. Our ability to train incumbent workers in manufacturing is an area to strengthen since most demand in those jobs is for skilling up an existing workforce. Maritime training is a strength in NW Oregon, and we have flagship training programs with whom we work remarkably close. However, maritime is such a broad sector that we are working to refine the area's most in-need to focus our training efforts there.

More than half of all projected job openings in our local area will require a high school diploma/equivalent. NOW is strengthening its efforts to provide reengagement support to participants who need to complete a GED. Equus and NOW work closely with the Oregon Employment Department regarding employment services. Our Business Services Team works collaboratively to ensure we are meeting the needs of businesses and that the individuals we are training with our funds are finding work. However, we have many job openings going unfilled and this is an area of weakness we are working to address.

## 1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

The landscape of youth workforce activities is diverse across the five-county region. Equus Workforce Services and Community Services Consortium (CSC) provide WIOA youth services in the NOW region. Services include tutoring, study skills training and drop-out prevention and recovery services, paid and unpaid work experiences, occupational skills training, leadership development, supportive services, financial literacy training, career counseling and exploration, paid and unpaid work experience, and adult mentoring and counseling as appropriate. Equus serves youth out of the WSO centers, which has pros and cons. It allows us to leverage resources better across WSO programs, yet WSO is not typically a place youth congregate. Equus partners with other referral organizations that have successful models for serving youth. Some of these youth-serving organizations include Youth Era, Oregon Manufacturing Innovation Center, local community colleges, school districts, community health organizations, Columbia Works, and Clatsop Works. Equus also receives referrals from the Department of Human Services, the Oregon Department of Corrections, the Oregon Employment Department, and Vocational Rehabilitation. CSC has a robust menu of youth programs, one of which is the WIOA youth program. Other successful youth program models operated by CSC include the Career Tech High School in Lincoln City, Youth House, Youth Garden, and Youth Build Other successful youth models in the lower counties include Jackson Street Youth Services and the Youth Development Coalition of Lincoln County.

One of the most successful youth models is the Youth Reengagement Program. Student Success Coaches are housed in communities throughout Clatsop, Columbia and Tillamook Counties and work in partnership with school districts and community colleges to reengage youth with high school completion or GED completion. This program provides access to tutoring and supportive services and incentivizes youth for completion which has been very successful. There are computers and hot spots provided, as needed, to youth in rural communities who cannot otherwise access online services, Zoom, etc.

The Lincoln County Step Up program is an excellent model for serving youth aged 18-24. It is run through the Youth Development Coalition which helps youth with pathways out of poverty through a continuum of programs based on age. They collaborate closely with the Tribe, local schools, and DHS. Youth Era is a program in our region developing a model to serve rural youth by purchasing a mobile drop site, aka refurbished school bus. To reach rural youth, the bus travels to a different school district for one week at a time. The success of this model is in reaching youth who are in the rural communities.

The internships have been a success. The Works programs are providing internships for youth at local companies. Oregon Manufacturing Innovation Center in Scappoose is providing 8-week summer internship/learning experiences.

### **Section 2: Strategic Vision and Goals**

2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]

#### **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 opportunites 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 worforce services available.

Many of the job seekers we serve face significant barriers such as criminal convictions, generational poverty, homelessness, low educational attainment, and a lack of basic life and work readiness skills. We collaborate with local businesses and partners in each of the communities with open entry-level jobs, identify job seekers whose current skills are unsatisfactory to maintain self-sufficient employment, and provide information about the WSO system to local, low-income neighborhood associations and community centers to outreach special populations and youth. We work to connect with youth involved young parents, youth with disabilities, school dropouts, graduates with low basic skills, English language learners, or individuals who are homeless or at risk of becoming homeless.

To achieve our mission and vision NOW Executive Director and managers aggressively pursue partnerships in our five-county area. We have developed a consortium of economic development partners with whom we meet monthly to ensure that we are aware of what economic development partners are hearing and our investments representing their needs. This group has been of extreme importance in weathering the impacts of the COVID pandemic. Often, our economic development partners have on-the-ground information about what businesses are dealing with and these partnerships and regular meetings allow us to help lead responses. As an example, one of the NOW priority sector industries is leisure and hospitality. This is often not prioritized by workforce boards due to the wages in the industry, however, our economic development partners have been pivotal in helping the Board understand the importance of this industry and during COVID-19 this industry took the hardest hit in our local area. Due to our existing partnerships, we were able to mobilize efforts to support this industry on behalf of cities and counties who had relief funds for this industry in particular.

Our mission to champion impactful solutions is clear and our strategies are broad enough that we can pivot to meet the needs of our communities. We have developed a performance dashboard against all the strategies listed above. This performance is reported to our Board of Directors at each meeting and so we have an opportunity to adjust our response and approaches where we are not getting traction or where significant changes occur due to events or unexpected developments. The strategic plan goals and performance dashboard for those strategies is the primary tool we use in keeping our investments relevant and impactful.



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

The WTDB approved their 2020-2021 Strategic Plan in September 2019.

**Vision: Equitable Prosperity for All Oregonians** 

Mission: Advance Oregon through meaningful work, training, and education by empowering people and employers

It is the goal of Northwest Oregon Works to make data-driven investments in innovative solutions that positively impact the local workforce and business community. We will engage with partners to better align our resources and increase coordination of service delivery to support the WTDB vision of equitable prosperity for all Oregonians. We will champion the development of impactful workforce solutions and mobilize innovative ideas and proven practices. NOW is implementing a program around behavioral health pathways in our five-county area with a priority on supporting equity and inclusion. We hired a bi-lingual, bicultural staff person to manage the program and are investing directly into career pathways for BIPOC communities in the area of behavioral health. We are strengthening partnerships with organizations in our communities who serve minority populations such as Consejo Hispano and the Latinx Network. We are also actively pursuing an equity lens in our board member recruitment, procurement practices and service delivery approaches.

To support the mission of the WTDB we continue to prioritize support for key industry sectors and occupational clusters that exist in our local area in high concentrations and are projected to experience growth. These sectors include healthcare, manufacturing, maritime, leisure, and hospitality. While Leisure and Hospitality has not been a central focus of sector work in the past, this has significantly shifted due to the impacts of COVID-19 on this industry—which is essential to our coastal economy.

As investors in workforce development, we will ensure that our investment choices are data driven. We will establish and monitor performance based on achievement of measurable outcomes and return on investment. We will continue to seek additional resources for workforce development and to leverage existing resources.

Labor market information suggests that in addition to insufficient education, common barriers to employment in the area are disabilities, low income, non-English speaking and living rural Oregon. We work to reach individuals facing these barriers through the programs and services offered by our contracted service provider. This helps ensure equitable prosperity for all Oregonians in the Northwest area.

2.3 Describe how the board's goals, strategies, programs, and projects align with and will contribute to achieving the WTDB's Imperatives, Objectives, and Initiatives summarized below:

- Advancing equity and inclusion and connecting all of Oregon's communities (tribal, rural, urban, and others);
- Working collaboratively and expanding workforce system partnerships, especially publicprivate partnerships;
- Acting on bold and innovative strategies that are focused on results;
- Aligning workforce system programs and services and investments;
- Increasing awareness, access, and utilization of workforce system programs and services;
- Understanding the true wages required for self-sufficiency and advocating solutions that address gaps;
- . Increasing problem-solving and critical thinking skills in students, youth, and adults;
- Ceating and recognizing industry-driven credentials of value including essential employability skills; and
- Increasing progress toward achieving Oregon's Adult Attainment Goal.

Many goals of the WTDB align closely with the strategic plan for NOW.NOW aligns and contributes to the statewide strategies in the following ways:

- Northwest Oregon is rural. We recognize that access to services for rural areas and rural communities presents different barriers than urban or suburban areas. To properly serve rural areas and create access specifically for individuals that have barriers around transportation and available resources in these areas, we have developed a multiple platform approach to service delivery, which includes webbased technology, community partnerships, and traditional in-person services. We understand that accessibility to brick-and-mortar career centers is not always a possibility, so a virtual service delivery system is offered when appropriate. In addition, the Siletz Clinic has become a valued partner in our healthcare sector initiatives, which has helped us build stronger support for the needs of tribal communities. As mentioned before, we are strengthening partnerships with organizations in our communities who serve minority populations such as Consejo Hispano and the Latinx Network, as well as actively pursuing an equity lens in our board member recruitment, procurement practices and service delivery approaches.
- Through our sector partnerships, we have had remarkable success in advancing public-private partnerships that expand the reach of our workforce system. We have developed the INSEAM program (through Oregon Aero) and a maritime welding apprenticeship program. We work closely with local Chambers of Commerce and other employer associations to create further partnership opportunities. We are working with a broad range of partners in the healthcare industry to address the demand for medical assistants in our area. We are working with recovery task forces, economic development, county offices and community partners closer than ever to assist our businesses affected by COVID-19 and the recent wildfire in our area. We are working closely with Portland Community College around the opening of the Oregon Manufacturing Innovation Center in Columbia County to ensure it is closely aligned with our manufacturing sector work.

- NOW has pioneered bold initiatives focused on results for some of our key industries. We championed
  the development of a maritime welding program and stood up a sewing course in Scappoose in
  support of advanced textile manufacturing. These programs are a direct result of industry input and are
  meeting the need by providing trained and qualified workers. We recently implemented some
  additional local policy to allow us to better support the needs of healthcare students and employers
  during clinical portions of training, all due to employer/industry input expressing the need.
- Through its sector work, NOW gathers information from local employers and makes data-informed, industry-driven investments into the development of innovative and customized training programs specifically tailored to meet the needs of local industry. We work with system partners such as other local boards, community colleges, and WSO to align workforce system programs and services and investments that get results. We are working with Mid-Willamette Workforce Partnership through a Memorandum of Understanding (MOU) for our local areas. Because we share a community college, major labor shed and other community resources, the MOU will help us better align our investments to serve our common customers.
- NOW increases awareness, access, and utilization of workforce system programs and services through
  investments in signage and outreach materials, participating at job fairs and community events,
  ensuring NOW is a vital partner and provider of materials, and networking with local partners such as
  chambers, economic development, education institutions and community partners. In addition, the
  NOW Board of Directors is active in speaking about and providing information regarding NOW and WSO
  services and programs.
- NOW invites Oregon Employment Department regional economists to present to the Board of Directors
  regularly at meetings to ensure that the board has a true understanding of wages required for selfsufficiency. This allows the board to make data-driven decisions in investing and advocating solutions
  that address gaps.
- Because NOW contracts with Equus and CSC for youth and adult and dislocated worker program and service provision customers in the Northwest area have access to Equus Academy. This provides job seekers access to over 4,000 career-enhancing and career exploration courses that help build the skills most in demand by employers, such as problem solving and critical thinking. We also offer the National Career Readiness Certificate which inherently assesses problem-solving and critical thinking embedded within the areas of assessment. Customers seeking remediation in these areas have access to additional skill building in these areas.
- As mentioned above, NOW has created programs in support of industry-driven credentials of value to the local area that ensure essential employability skills for target employers. These include the sewers program, the medical assistant apprenticeship program, and the maritime welding program. We collaborate with community colleges including Portland Community College, Oregon Coast Community College and others to produce credentials for youth and adults by working to get programs added to the ETPL.

We increase progress toward achieving Oregon's Adult Attainment Goal by developing additional
access points to credentials, certificates, and degrees for our customers. We are in direct
communication with community colleges and other training providers to ensure that students are
completing programs, assist community colleges and other training providers in adding programs to
ETPL depending on need and fund training that supports attainment of credentials and certificates
including basic fire fighter training, AFL-RCF Administrators training (for the aging population), and
certified nursing assistants.

2.4 Describe board actions to become and/or remain a high-performing board. These include but are not limited to four categories with accompanying indicators, based on national best practices and characteristics of high performing local boards. See Local Plan References and Resources. [WIOA Sec. 108(b)(18)]

#### Data-driven Decision-making

- o The Board is positioned as the "go to" source for labor market information among community partners.
- o The Board utilizes the labor market intelligence provided by regional economists for decision making.

#### Strategy

- o The Board monitors and updates a strategic plan.
- o The Board frames board meetings around strategic initiatives and utilizes a consent agenda.

#### Partnerships and Investments

- o The Board collaborates regularly with core partners and organizations beyond the core partners.
- o The Board is business-driven and uses a sector-based approach to engaging local employers.

### Programs

- o The Board promotes efforts to enhance provision of services to individuals with barriers to employment.
- o The Board has established policies, processes, criteria for issuing individual training accounts that aligns with its identified goals, strategies, and targeted industries.

It is a goal of the NOW board to be champions of workforce development. We do this through pursuit of promising practices and scalable programs, development of strategic partnerships, leading efforts that result in employment and career advancement, mobilizing opportunities that support critical industry sectors, fostering career pathways, and educating our communities about the workforce services available. We achieve indicators of high performing boards in the following ways:

 Data-driven Decision-making: NOW collaborates closely with regional economists from the Oregon Employment Department (OED) Research Division for labor market information (LMI). The OED regional economists provide information for board meetings and are regularly scheduled to present LMI at NOW board meetings. Partners and board members attend meetings as a go-to place to receive this information. The board utilizes this information in its strategic planning efforts and in procuring contracted service providers.

- The board monitors progress with its strategic plan at each board meeting with a strategic plan performance dashboard that is part of the consent agenda.
- The board utilizes sector partnerships to engage employers and as the primary source of information regarding employer needs in order to inform investments. Core partners and other critical community partners are engaged in sector work.
- Providers work with job seekers with special needs and barriers to employment to identify everyone's most direct path to sustainable employment, while ensuring accessibility to services for all participants. Staff determines barriers based on initial conversations with participants, then staff work with local resources to help with the participant's specific needs. Each county has its own list of resources, including community-based and non-profit agencies as well as DHS and OED. NOW policy states that training programs should be linked to an in-demand industry sector or occupation or sectors that have a high potential for sustained demand or growth in the local area or in the planning region or in another area in which the participant is willing to travel or relocat. Providers are expected to comply with NOW policies in this regard and we collaborate closely with our regional economists to stay informed about in-demand industries and occupations. Because leisure and hospitality are such prominent industries in our area, many of the jobs do not require higher education. The target populations we serve are comprised of individuals with low education attainment and English language learners. Therefore, many services provided may not require an individualized training account to access formal occupational skills training or on-the-job training. When it is determined that a customer can benefit from training an ITA may be used to access training related to in-demand industries such as healthcare, maritime, or manufacturing. Equus staff is familiar with and aware of targeted industries. Provider staff collaborates closely with local community colleges. We actively work with businesses in these sectors to develop and pursue training for customers that are relevant to local employers in these industries. The board of directors had prioritized investments into the development and support of training programs and strategies related to these sectors.

## 2.5 Describe how the board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

NOW contracts with Equus Workforce Services and Community Services Consortium to provide WIOA services in the Northwest Oregon area. Federal performance measures are included as a deliverable in provider contracts. Progress with these performance measures is reported to NOW monthly, reviewed by NOW staff and reported to the NOW Board of Directors no less than quarterly. Technical assistance is provided to contractors, as needed, and corrective measures taken, if necessary, to ensure achievement of performance measures. The measures included are in the contract and board reports are listed in 5.9, below.

#### **Section 3: Local Area Partnerships and Investment Strategies**

Please answer the questions in Section 3 in four (4) pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

3.1 Taking into account the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]

Because economic data suggests that barriers include insufficient education, transportation, physical or mental disabilities, veterans, low-income individuals, and non-English speakers; we collaborate with various partners and agencies that conduct core programs to these populations. These include community colleges, veterans' services, vocational rehabilitation, housing agencies, community health partners, state agencies, education institutions, homeless networks, and social assistance programs.

NOW has been a community leader in working with local partners to assess need and make changes to align core programs to meet the needs whether it is additional support for Leisure and Hospitality, assistance for healthcare industry trainees to ensure they finish training, partnering with organizations with existing capacity to serve more of our customers, or developing new groups to support a local need. Our business has expanded in terms of the breadth of partners we convene with to solve challenging issues even beyond the great partnerships already in place. In response to the pandemic and WSO closure our strong partnerships have aided in effective communication and continued service delivery to our customers.



3.2 Identify the programs/partners included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, Supplemental Nutritional Assistance Program, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

There are a number of agencies and organizations connected to and/or working within the NOW workforce development system to provide services to individuals and businesses. These include:

**Angell Job Corp Center \* Business Oregon Cascades West Counsel of Governments Economic Development District** Centro De Ayuda\* Children's Development Network **Clatsop Community Action \* Clatsop Community College** Clatsop Economic Development Resources \* Clatsop Economic Development Team **Coastal Equity and Inclusion Committee \* COL-Pac Economic Development District Columbia County Economic Development Team \* Community Services Consortium** Confederated Tribes of Siletz Indians \* Corvallis Chamber of Commerce **Corvallis-Benton Economic Development** Department of Human Services Office of Vocational Rehabilitation District 1 and 4 Department of Human Services Self Sufficiency Districts 1 and 4 **Easter Seals \* Economic Development Alliance of Lincoln County Economic Development Council of Lincoln City Economic Development Council of Tillamook County Equus Workforce Solutions \* Helping Hands \* Linn-Benton Community College** Mid-Coast Educational Service District \* Mid-Valley STEM Hub **Northwest Oregon Housing Authority \* Northwest Regional Education Service District Northwest Regional Solutions \* OED Business Services Team Oregon Cascades West Council of Governments \* Oregon Coast Community College Oregon Coast STEM Hub \* Oregon Coast Visitors Association Oregon Commission for the Blind \* Oregon Employment Department** Oregon Manufacturing Innovation Center OMIC \* Oregon Ocean Innovation Hub-O2IH **Oregon Restaurant and Lodging Association \* Oregon State University** Port of Astoria \* Port of Columbia County and the Port of Newport Port of Toledo \* Portland Community College \* Seaside School District **South Valley Mid-Coast Regional Solutions** South Valley Mid-Coast Educational Service District The Ollala Center \* Tillamook Bay Community College **Tillamook County Chamber of Commerce Tongue Point Job Corps \* Travel Oregon** 

## 3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of WTDB's goals and strategies. See Local Plan References and Resources. [WIOA Sec. 108(b)(2)]

NOW staff work closely with regional state agency leaders to create an integrated workforce delivery system through bi-monthly meetings. The team has been renamed from the Local Leadership Team (LLT) to the Regional Leadership Team (RLT). The RLT is comprised of ODHS District 1 and District 4 leaders from Vocational Rehabilitation, Self-Sufficiency, Commission for the Blind, Title II representatives, OED Regional Managers, CSC, Equus and Regional Education Districts leaders and the Oregon Manufacturing Extension Partnership, NOW's One-Stop-Operator. These regional leaders discuss various topics of continuous improvement, including recession planning, the implementation of the Operation Standards and creating and maintaining a customer-centric environment through out each regional WSO Center. The RLT also provides oversite of the implementation of WIOA within the region, reports out on program performance, cites best practices and ensures a robust, high-performing workforce delivery system.

Additionally, NOW staff attends regional economic development district meetings, as well as county-level economic development meetings, early childhood education meetings (per county), broadband action team meetings, and meetings of the Oregon Ocean Innovation Hub (O2IH).

# 3.4 Describe strategies to implement the WorkSource Oregon Operational Standards, maximizing coordination of services provided by Oregon Employment Department and the local board's contracted service providers in order to improve services and avoid duplication. See Local Plan References and Resources. [WIOA Sec. 108(b)(12)]

NOW's One-Stop-Operator, the Oregon Manufacturing Extension Partnership (OMEP), convenes the WSO Continuous Improvement Committee to ensure the successful implementation of the WSO Operational Standards within all centers. The results of these meetings are passed on to NOW's Center Leadership Team (CLT) comprised of leaders from NOW, OED and NOW's contracted service provider for adult and dislocated worker services, Equus Workforce Solutions. The CLT has shifted its focus on how best to restore operations after the long disruption of services caused by the COVID 19 pandemic. Ensuring the implementation of the WorkSource Operational Standards will remain a priority of the CLT as well as the RLT.

## 3.5 Identify how the local board will conduct a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. See Local Plan References and Resources. [WIOA Sec. 108(b)(13)]

NOW's Executive Director, in compliance with WIOA Sec. 108(b)(13), participates in the review of the local applications submitted under WIOA Title II Adult Education and Literacy. Beyond compliance, this review ensures alignment with both agency's plan which in turn provides a strong collaboration and an enhanced workforce delivery system.

## 3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]

We foster relationships with local economic development organizations and other community partners around entrepreneurial and microenterprise initiatives. In addition, NOW partners with local Small Business Development Centers (SBDCs). The Oregon Regional Accelerator and Innovation Network (RAIN) is active in Lincoln and Benton Counties. Seeing an opportunity for better regional collaboration, Northwest Oregon Works and Willamette Workforce Partnership developed a formal regional partnership through a Memorandum of Understanding (MOU) in order to strengthen the alignment of workforce programs among partners and allow for regional planning to further develop economic development in our five-county region.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

We have close working relationships with our education service districts (ESD's), school districts and community colleges. Staff at NOW meet with them regularly to communicate and strategize methods to enhance services for our common customers and to leverage resources. We meet regularly regarding GED/high school GED completion, manufacturing, healthcare, maritime, and basic skills. We have discrete taskforces as well as meetings in the context of the RLT. We foster new and existing CTE programs and build relationships between community college and high school programs. NOW serves as a connection for local school boards and CTE education throughout our five-county region.

## 3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b) (11)]

Contracted service providers determine which support services are required for individuals based on their unique needs and take steps to ensure they cannot be provided with other funds prior to providing the service. Supportive services are discussed with RLT members for ongoing coordination. The cost of supportive services must be both reasonable and competitive in price. Supportive services with youth engagement to attain GED, training, internships and employment has been facilitated by both NOW staff and contracted services.

## 3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.

NOW is focusing on historically underserved populations which include recipients of public assistance, English-language learners/minorities, women, Veterans, those with prior criminal convictions, LGBTQ+, those who are experiencing housing instability, and all individuals in remote/rural communities with transportation and connectivity challenges. NOW also focuses on individuals who are basic skills deficient and need supportive services to attain living wage employment.

3.10 Based on the analysis described Section 1, identify all industries where a sector partnership(s) is currently being convened in the local area or there will be an attempt to convene a sector partnership and the timeframe. Identify whether or not the Next Gen model is being used for each sector partnership. If the Next Gen model is not being used, describe why it is not being used.

NOW currently convenes active sector partnerships in healthcare, maritime and textile manufacturing using the Next Gen model. Sectors are meeting no less than quarterly. Manufacturing and maritime sectors have had a great deal of success in developing industry-driven training partnerships and programs. Healthcare is pursuing initiatives around pipeline workers and leadership development. Healthcare includes our HOWTO grant in the area of Behavioral Health. As a result of recent strategic planning efforts, NOW has decided that sector strategies around leisure and hospitality and other areas of manufacturing may be supported as the need is demonstrated by labor market information and local employer readiness. Due to COVID-19, there has been significant focus on leisure and hospitality as they were the hardest hit industry. Many hospitality employees left this sector during the pandemic and have been retrained in other sectors and are not returning.

3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sectors strategies identified in 3.10 and targeted populations identified in 3.9.

We invest in facilitation, convening industry, industry-led training programs, communications planning and any other priority areas identified by business and industry. We will focus on the common barriers to employment in Northwest Oregon such as the high level of houseless individuals including veterans, women, LGBTQ+, low-income, those with prior criminal convictions, those facing connectivity challenges in rural settings, and high non-English speaking population/minorities. Oregon has roughly twice the rate of houselessness as the nation, and the Oregon Coast typically has a higher rate of houselessness than the rest of the state. NOW will partner with Community Based Organizations to meet the needs of targeted populations and increase skill resulting in living wage employment.

- 3.12 Identify and describe the strategies and services that are and/or will be used to:
- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses
- C. Better coordinate workforce development programs with economic development partners and programs
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs

This 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 that support the local board's strategy in 3.1.

[WIOA Sec. 108(b)(4)(A&B)]

NOW convenes with employers in in-demand sectors and occupations as well as partner organizations that serve those businesses. We have had immense success with industry-led initiatives and utilize industry input to inform our investments. We meet regularly with our economic development partners including Corvallis/Benton County Economic Development Office, Lincoln County Economic Development Alliance, Tillamook Economic Development Council, Clatsop Economic Development Resources (CEDR), and Columbia County Economic Development Corporation (CCEDC). A representative of this group sits on the NOW board. We have a high-functioning RLT and our structure and diverse members in that group ensure all partners in the one-stop delivery system are linked to each other, including UI. NOW also maintains an MOU with Willamette Workforce Partnership and meets regularly with Washington's Pacific Mountain Workforce Development to help bridge the gap between shared labor sheds and common sectors.

3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?

NOW currently has funds from Oregon Health Authority to support training for behavioral health care workers, Youth Development Division to support youth reengagement and GED/high school completion, Dislocated worker funds to support victims of the Echo Mountain Fire, Youth Employment Funds to provide work experience to teen parents enrolled in TANF. NOW will continue to aggressively pursue additional funds and is strengthening its capacity for grant writing as well. Through the success of the behavioral health program and youth reengagement program, NOW has also been approached by local foundations and businesses, including the Oregon Community Foundation and the InterCommunity Health Network CCO, with funding opportunities to continue and expand these programs.



### **Section 4: Program Design and Evaluation**

Please answer the following questions in Section 4 in five (5) pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

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.

## 4.2 Describe how the local board will facilitate the development of career pathways, consistent with the Career Pathways Definitions. See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]

NOW promotes career pathways tied to local industry sectors and that have a strong work-based learning component. Activities such as on-the-job training, apprenticeships, internships, and trainings that lead to industry-recognized credentials are areas of opportunity to develop further. NOW collaborates closely with community colleges, industry, school districts and other institutions of higher education to help develop career pathways tied to local sector strategies and in-demand occupations. We have recently been working with the healthcare industry to eliminate barriers for medical assistants in completing their clinicals and have developed a pathway for behavioral health workers, including a healthcare apprenticeship model. We are continuously improving our youth opportunities and we are making larger investments into basic skills as a target population in our area.

## 4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]

Co-enrollment is an essential tool for maximizing resources within our WSO system. NOW works closely with Trade Act staff to ensure co-enrollment of TAA participants into our Dislocated Worker program. We work with Oregon Employment Department for co-enrollment of STEP program participants into our WIOA formula programs. We work closely with our vocational rehabilitation and DHS program partners to co-enroll into WIOA as appropriate. We also seek co-enrollment opportunities for older youth into adult programs and/or youth employment programs.

NOW is currently co-enrolling WIOA youth with our Title II partners located at our community colleges, to ensure that disengaged students are receiving GED prep and testing services, as well as wrap-around supportive services. NOW is also co-enrolling WIOA dislocated workers with TAA services per the braiding training provided by the state.

NOW is utilizing iMatchSkills to coordinate communications strategies with OED to capture and record customer participation to ensure there is no duplication of services. NOW is also braiding funds between youth and adult services when applicable and co-enrolling WIOA customers with OED's STEP program to maximize services to the customer and stretch and leverage resources.

## 4.4Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions including:

A.The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

NOW invests in six certified WSO centers and the comprehensive one-stop center located in Astoria, Oregon. To ensure continuous improvement of operations, NOW conducts annual monitoring of service providers and evaluates performance of contracted service providers monthly through interim performance reports and I-Trac data analysis. We meet monthly with the one-stop operator and RLTs 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.

A communication gap was identified during the pandemic that clearly showed a disconnect between consistent communication processes to include WorkSource Oregon center staff and their feedback in the decision-making process, specifically related to decisions made at a local and state-level around WorkSource Oregon's operations and service-delivery. The Northwest Local Leadership Team saw this as an opportunity for improvement and created a consistent and sustainable feedback mechanisms that aimed to close this gap. Staff are now engaged in one-stop operator lead listening sessions at a minimum of four times per year. Some of these sessions are general in nature, while others may address specific topics such as development and training, WorkSource Oregon process improvement, or pandemic-related impact.

Northwest's One-Stop Operator leads the sessions without other leadership present and with anonymity. Once the sessions are complete, information and results are consolidated into themes and shared with the Local Leadership Team, for gap analysis and further improvement opportunities identification. Leadership then works with staff and/or elevates gaps identified that cannot be solved locally to Executive Leadership.

## B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, using technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

Provider staff work throughout the local area, traveling to communities where there is no WSO and working to develop access points through non-traditional center locations such as libraries or community centers. We provide transportation assistance to participants on a regular basis. Providers have technology available for customers in remote areas to access WSO services from where they are by taking laptops to assist with registration, etc. We can loan out laptops and hot spots to some of our rural participants to help them engage remotely while the centers are closed. We are increasing our use of My WorkSource to assist with remote access to online training and workshops as well. We have regular communication with partners through RLT and have developed an emergency contact plan should another event happen in the future that suddenly closes centers.

C.How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. See Local Plan References and Resources. [WIOA Sec. 108(b)(6)(C)]

NOW has a designated equal opportunity officer (EEO) responsible for ensuring compliance of the WIOA Section 188 and applicable provisions of ADA. Our one-stop operator monitors the contract. Our one-stop operator is responsible for ensuring that WSO facilities and services meet these requirements and that all required notices are present in the centers. The EEO and Program Director review ADA compliance as part of center certification processes and review signage and access as part of annual monitoring. Accommodations are made, upon request, for any customers requiring accommodations.

The one stop delivery system is an equal opportunity program and does not discriminate in employment or the provision of public services based on race, color, religion, sex, national origin, citizenship status, age, disability, political affiliation or belief. The following services are available free of cost, upon request: Auxiliary aids or services, alternate formats, such as Braille, large print, audio CD or tape, oral presentation, electronic format to individuals with disabilities, and language assistance to individuals with limited English proficiency. Staff receive onboarding training on how and where to access the tools needed to assist individuals with disabilities.

While the annual monitoring process and certification process address ADA accessibility, it also creates a space to evaluate and improve program access. The one-stop operator works directly with NOW's Program Director and the Local Leadership Team to identify gaps in required access to services in a one-stop. The checklist created to ensure programmatic access is used to evaluate the current state in each of the centers annually and if there is an access gap it is closed immediately. This is done by providing training and development opportunities to staff or understanding where stronger relationships must be fostered in the community.

The one-stop operator ensures the checklist includes all WIOA Titles, Senior Services, Carl D. Perkins Career & Technical Education, Trade Adjustment Assistance, Veteran programs, Block Grant Training (if applicable), Job Corps, Department of Housing, Unemployment compensation, Re-entry, and Temporary Assistance for Needy Families. Other community partners outside of required are also evaluated and taken into consideration during this process.

## D.Describe the roles and resource contributions of the one-stop partners by providing a summary of the area's memorandum of understanding (and resource sharing agreements, if such documents are used). [WIOA Sec. 108(b)(6)(D)]

The MOU defines the roles and responsibilities of NOW and partners as it relates to the operation and continued development of the WSO system to: coordinate resources to prevent duplication, ensure the effective and efficient delivery of services, create a seamless customer experience, increase, and maximize access to services for individuals with barriers to employment, support alignment and integration of programs and activities. Partners engage in continuous partnership building, participate in continuous improvement and the RLT, and coordinate effective and quality business services. MOU partners are in 3.2 above and the IFA is attached.

### E.Describe how one-stop centers are implementing and transitioning to an integrated technologyenabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]

The WSO Centers currently use a technology-enabled enrollment system called WorkSource Oregon Management Information Systems (WOMIS). This system determines eligibility for multiple workforce programs, which then populates I-Trac. I-Trac is the customer data and performance tracking system for WIOA Adult, Dislocated Workers and Youth services and other discretionary grants. Subcontractors have appropriate access to I-Trac. NOW supports and implements any changes that may occur with these systems. As a result of COVID-19, use of online enrollment has been an essential tool and we have collaborated with partners and the data management system developers to help expand the capabilities for online access to WSO information and services.

- 4.5 Consistent with the Guidance Letter on Minimum Training Expenditures, describe how the board plans to implement the occupational skill development expenditure minimum. Clearly state whether the local board will:
- A. Expend a minimum 25% of WIOA funding under the local board's direct control on occupational skill development. OR
- B. Use an alternative formula that includes other income beyond WIOA funding to meet the minimum 25% expenditure minimum. Provide a description of other income it would like to include in calculating the expenditure minimum.

NOW utilizes option A above and contracts with Equus to provide training. Adherence to the minimum training expenditures as outlined in documents procuring services as well as in the program services contract Performance in meeting the minimum training expenditure requirements are monitored through monthly reports.

## 4.6 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]

Individual Training Accounts (ITAs) are used for customers accessing individualized occupational or skills training. NOW considers thresholds for ITAs as part of its contract negotiation/development process for each new program year when the deliverables for contracts are determined. While NOW policy does not define an ITA amount or require one, NOW may implement and/or adjust an ITA threshold at any time during the program year via written communication to the service provider and/or via contract modification. Regardless of the amount all ITAs are issued only after: staff evaluates and assesses the participant as being in need of training and having the ability to successfully complete the selected training an approved program or course is selected that complies with ETPL requirements and is linked to an employment opportunity in an in-demand occupation, and it is determined that the participant is unable to obtain assistance from another source to pay the cost of the training. Participants must maintain satisfactory progress in their training as required by the training provider. Providers must track and document participant progress, including training-related outcomes for the participant.

4.7 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided. See Local Plan References and Resources. [WIOA Sec. 108(b)(19)]

Training contracts have not been used although it is allowable by policy and would be done in accordance with the provisions of TEGL 19-16 section 8. One way that customer choice is ensured is by providing the customer with a link to the Eligible Training Provider List and making them aware of the fact that they may choose the training provider of their choice.

Through NOW's service provider the local board is currently using on-the-job training contracts directly with employers in the public, private non-profit or private sector. Participants in tandem with the service provider develop an Individual Employment Plan (IEP) which evaluates their work history, educational background, and whether the individual wishes to seek employment in a new industry, upskill in their current industry or are just seeking employment. An example of how customer choice is ensured is through an On-the-Job Trainings (OJT) contract between NOW's contracted service provider and the employer, where the participant is given the opportunity to select the business with which to train. Negotiations on the terms of the contract are done with NOW staff and the business.

## 4.8 Describe process utilized by the local board to ensure that training provided is linked to indemand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]

NOW works closely with the OED's regional economists in the Northwest Area to mine the most recent and relevant data pertaining to in-demand and growth industries. This information is provided to providers via contracts and staff training with the expectation that training provided to participants is in support of the indemand sectors and occupations. Provider staff and participants explore career pathways and assess labor market expectations, trends, and data through a variety of resources such as Oregon CIS, Occupational Outlook Handbook, Occupational Information Network, and OLMIS. NOW monitors providers annually and looks for evidence of this process both in case notes and in training records.

## 4.9 Describe how rapid response activities are coordinated and carried out in the local area. See Local Plan References and Resources. [WIOA Sec. 108(b)(8)]

Oregon has designated local workforce development boards to have Rapid Response Infrastructure and Protocols in place to build a local Rapid Response and Layoff Aversion system, deliver Rapid Response services, and designate board staff to be the Dislocated Worker Liaison. In turn, the Northwest Oregon WorksDW Liaison leads the implementation of the infrastructure and protocols. The Northwest Oregon Works Rapid Response Team Infrastructure is made up of individuals serving in varying capacities in the five counties of the Northwest Oregon Workforce area. The Region consists of Tillamook, Clatsop, Columbia, Lincoln, and Benton Counties. Each area team is represented by a Rapid Response Coordinator and team and is responsible for coordinating the Rapid Response activities when directed by the dislocated worker liaison.



## 4.10 Describe the design framework for youth programs utilized by the local board, and how the required 14 program elements are to be made available within that framework.

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 by providers for twelve months. Youth are eligible for 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 all 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 by 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."



### **Section 5: Compliance**

Please answer the questions in Section 5 in ten (10) pages or less. Most of the responses should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract. [WIOA Sec. 108(b)(16)]

NOW procures contracted services in accordance with its procurement policy. Requests for Proposals (RFP) provide detailed instruction as to submission criteria, including page limits, submittal deadlines, content, etc. Respondents may submit questions to NOW for a designated amount of time to a designated website, at which time the responses to the questions are posted publicly to ensure transparency. When selecting contractors and service providers awards are made to the responsible firm whose proposal is most advantageous to the program. Selection consideration will be given to matters such as price, contractor integrity, compliance with public policy, record of past performance, and financial and technical resources. An additional price analysis will be conducted if the anticipated award amount is more than the Simplified Acquisition Threshold as set by federal guidance.

NOW has historically utilized a third-party evaluation team to score proposals with metrics developed to match the RFP scoring indicators. Bidders may be required to go through a panel interview to further explain their proposal. The panel may consist of board members, local subject-matter experts, elected officials, and NOW staff. Staff will take those scores to the Board with a recommendation for the award of funding. A procurement action for contracted service providers may extend between 1 and 5 years.

EQUUS Workforce Solutions provides Adult and Dislocated Worker services in all five counties in NOW's local area, and Youth services in Columbia, Clatsop, and Tillamook Counties. Contract duration is July 1, 2022-June 30, 2023. Community Service Consortium provides Youth Services in Benton and Lincoln Counties. Contract Duration is July1, 2021-June 30, 2021. At the time this was a temporary contract that was extended.

## 5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop operators.

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.

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-top operator as necessary, evaluates each center and the one-stop delivery system to ensure compliance.

## 5.3 Provide an organization chart as Attachment A that depicts a clear separation of duties between the board and service provision.

See attachment 5.3.

## 5.4 Provide the completed Local Board Membership Roster form included in Oregon draft policy WIOA 107(b)

Local Board Membership Criteria as Attachment B. See Local Plan Reference and Resources. Form is attached.

### 5.5 Provide the policy and process for nomination and appointment of board members demonstrating compliance with Oregon draft policy WIOA 107(b)

Local Board Membership Criteria as Attachment C.

The Northwest Oregon Workforce Consortium has a policy and process to accept nominations and make appointments to the Oregon Northwest Workforce Investment Board doing business as Northwest Oregon Works (NOW), based on the criteria established by the Act and the Oregon state policy. The policy for membership composition is compliant with WIOA 1079(b) and any applicable state policy.

Nomination processes are also compliant with the law. Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations. Labor representatives are selected from among individuals nominated by local or state labor federations. Because there is more than one provider of adult education and literacy activities under title II, as described in WIOA 107(b)(2)(C)(i) or (ii), and nominations are solicited from those entities. All other representatives appointed are from among individuals nominated by locally recognized organizations or entities such as chambers of commerce, non-profit networks, or coalitions.

Vacancies should be filled within a reasonable amount of time, not to exceed ninety (90) days. Vacancies will be filled in the same manner as the original nomination and appointment process. The Chief Local Elected Official (CLEO) can authorize reappointments of current members. Actions taken by NOW after a ninety (90) day period of vacancies will be invalid unless a waiver has been granted by the Office of Higher Education Coordinating Commission HECC and Oregon Workforce Investment OWI. NOW's policy and process for nomination and appointment of board members was approved at the April 2022 board meeting.

Board members who no longer hold the position or status that made them eligible to be a board member must resign or be removed immediately by the Chief Local Elected Official (CLEO) as a member of NOW (E.g., no longer work in the private sector, or no longer with an educational institution, etc.). Board members replacing out-going member's mid-term will serve the remainder of the out-going member's term. A board member must be immediately removed by the Chief Local Elected Official (CLEO) if any of the following occurs:

- A documented violation of conflict of interest
- Failure to meet the requirements of member representation as described in Change in Status
- Documented proof of fraud and/or abuse

Board members may be removed for other reasons outlined in the bylaws of NOW.

5.6 Provide the completed Local Workforce Development Board Certification Request form included in Oregon draft policy WIOA 107(c) – Appointment and Certification of Local Workforce Development Board as Attachment D. See Local Plan References and Resources.

See attached form.

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

Jason Swain, Chief Compliance Officer
Northwest Oregon Works
Cell: 541-921-7270
jasons@nworegonworks.org

5.8 Identify the entity responsible for the disbursal of grant funds. See Local Plan References and Resources. [WIOA Sec. 108(b)(15)]

The Northwest Oregon Workforce Consortium through the Partnership Agreement between the Consortium and NOW has designated NOW as the fiscal agent and administrative entity. NOW staff is responsible for the dispursal of grant funds to the contracted services providers. This is a cost-reimbursement program so NOW staff disperses funds upon request (with appropriate back-up documentation) from the service provider.

# 5.9 Indicate the negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]

Northwest Oregon Works	PY 2020	PY 2021
	Target	Target
WIOA title I – Adult		
Employment Rate 2 <sup>nd</sup> Quarter after Exit	69.0%	69.0%
Employment Rate 4th Quarter after Exit	64.8%	64.8%
Median Earnings 2 <sup>nd</sup> Quarter after Exit	\$6,111	\$6,111
Credential Attainment Rate	75.0%	75.0%
Measurable Skills Gain	57.2%	57.2%

Northwest Oregon Works	PY 2020 Target	PY 2021 Target
WIOA title I – Dislocated Worker		
Employment Rate 2 <sup>nd</sup> Quarter after Exit	69.3%	69.3%
Employment Rate 4th Quarter after Exit	70.0%	70.0%
Median Earnings 2 <sup>nd</sup> Quarter after Exit	\$6,457	\$6,457
Credential Attainment Rate	70.0%	70.0%
Measurable Skills Gain	53.1%	53.1%

Northwest Oregon Works	PY 2020	PY 2021
	Target	Target
WIOA title I - Youth		
Employment Rate 2 <sup>nd</sup> Quarter after Exit	60.3%	60.3%
Employment Rate 4th Quarter after Exit	58.3%	58.3%
Median Earnings 2nd Quarter after Exit	\$4,794	\$4,794
Credential Attainment Rate	62.0%	62.0%
Measurable Skills Gain	57.8%	57.8%

5.10 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area.

[WIOA Sec. 108(b)(17)]

Board staff evaluate contractor performance and effectiveness ongoing throughout the program year as well as during monitoring. Tools for this evaluation include review of real-time performance reports available through the data management system, monthly review of expenses to budget, monthly interim performance reports submitted by contractor staff, and annual on-site monitoring of program, fiscal and compliance elements. Provider program performance is presented to the Board of Directors at each meeting and budget to actual information for contractor expenditures are also provided to the board. The One Stop Operator conducts reviews of the centers and one-stop delivery system and reports to NOW staff and the Local Leadership Team for discussion and action regarding effectiveness.

5.11 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Vocational Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

NOW has entered into an Infrastructure and Additional Cost-sharing Agreement in accordance with WIOA law and the WSO Operational Standards with mandated partners providing training and education services. This document outlines our current cost-sharing process which enables our partners to share a "nexus cube" at WorkSource to provide direct linkages through technology and facilitate on- site service provision.

Additionally, in accordance with the WorkSource Operational Standards 2.0, NOW and various infrastructure 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. Our RLT addresses continuous improvement and operationalizes cross- training of partner staff and other inter-agency efforts to coordinate a more seamless cross-partner customer service experience.

Cross-training emphasizes familiarity with all system partners, cross-agency referrals and co-case management, culturally and community responsive customer service, universal accessibility and human-centered design, disability awareness, and more. NOW works with system partners to share information with agency customers and with local employers via employer spotlights, local job fairs, information sessions, and through employer-supports offered by the Coordinated Business Services team. NOW and system partners will continue to identify and develop intentional relationships with service providers working primarily with people with disabilities.

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5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]

The local plan was developed with significant engagement of the workforce board and its partner the Northwest Oregon Workforce Consortium (NOWC). Additional input came from the State's Research Division and the Title I subcontractor. A third-party facilitator conducted strategic planning from July 2019-January 2020. Over the course of several facilitated planning sessions, the Local Plan took shape and local strategies were identified regarding sectors, service provision and coordination. All required WIOA core partners participated in and provide input to the plan. The draft plan was then shared with all community colleges, business and industry sector partnerships, economic development partners, higher education, local school district partners, organized labor organizations and interested stakeholder groups and additional input was solicited at that time. Once those considerations were incorporated the plan was posted publicly and shared with our distributions lists to announce a public comment period which was open for more than 30 days. The final draft was taken to the board for approval. The board, by way of representation of required partners, was able to give final input and approval at that time.

# 5.13 State any concerns the 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
- Memorandum of Understanding and/or Resource Sharing Agreements, as applicable
- 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
- 9. Based on a recent monitoring review with the state, and changes to non-profit law in 2020; there are revisions required for the NOW by-laws. The by-laws revisions were reviewed by legal counsel and approved during the June 2021 board meeting. Additionally, there were a handful of policies revised because of the monitoring to ensure language aligns with final WIOA rules and state policy. The policies revised pertain to conflict of interest, travel and expense reimbursement, monitoring, property management, individual training accounts, priority of service, records retention, dislocated worker eligibility, self-sufficiency criteria, and on-the-job training. All policies have been revised and approved by the Board of Directors.

5.14 Provide the completed copies of the following local board approval forms:

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

WIOA compliant versions of these documents will be posted in the near future.





#### **ATTACHMENT 4.4D**

This Infrastructure and Additional Shared Cost Funding Agreement ("Agreement"), effective on July 1, 2020 (the "Effective Date"), is entered into by and among Northwest Oregon Works (NOW), an Oregon non-profit corporation, acting as the Local Workforce Development Board (the "Local WDB") representing Benton, Clatsop, Columbia, Lincoln, and Tillamook Counties (the "Local Area"), Doug Hunt, the chief elected official for the Local Area ("CEO"), and each other party whose name and signature appears on the signature pages hereof (each, a "Party" and, collectively, the "Parties").

## **RECITALS**

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

- B. Under 20 CFR 678.420(b)(2), the allocation of One-Stop Center infrastructure costs among the One-Stop Partners must be based on (1) each One-Stop Partners' proportionate use and relative benefit received, (2) federal cost principles, and (3) any local administrative cost requirements in the Federal law authorizing the One-Stop Partner's program.
- C. If the Local Workforce Development Board, the chief elected official, and the One-Stop Partners in a local area fail to enter into an agreement for the allocation and payment, among the One-stop Partners, of the infrastructure costs of the One-Stop Center in their local area, the Governor will allocate the infrastructure costs among the One-Stop Partners in accordance with the process set forth in 20 CFR 678.731.
- D. The WIOA also contemplates that the Local Workforce Development Board, the chief elected official, and the One-Stop Partners will enter in an agreement to provide for the allocation and payment, among the One-stop Partners, of additional shared costs relating to the operation of the One-Stop Centers. These costs must include the costs of applicable career services and may include any other shared services that are authorized for and commonly provided through the One-Stop Partner Programs.
- E. Under 20 CFR 678.760, the allocation of One-Stop Center operating costs among the One-Stop Partners must be based on the proportion of benefit received by each of the One-Stop Partners, consistent with applicable federal law.

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

NOW THEREFORE, the Parties hereby agree as follows:

AGREEMENT

# ARTICLE 1 BUDGET, ALLOCATION AND PAYMENT OF INFRASTRUCTURE COSTS

Section 1.1 Infrastructure Cost Budget. The Infrastructure Cost Budget for the One-Stop Centers in the Local Area for Program Year 2021 (July 1, 2021 to June 30, 2022) (an "Infrastructure Cost Budget") is set forth on Exhibit A. The Parties may amend this Agreement to add Infrastructure Cost Budgets for future program years through preparation of a written Infrastructure Cost Budget for the year and execution thereof by each of the Parties. Upon such execution, the Infrastructure Cost Budget shall be deemed added to Exhibit A and shall serve as the Infrastructure Cost Budget for the specified year for purposes of this Agreement. Subject to earlier termination as provided herein, this Agreement shall continue to govern the Parties rights and obligations related to infrastructure costs of the One-Stop Center in the Local Area so long as Exhibit A includes an Infrastructure Cost Budget for the then-current program year. This Agreement shall automatically terminate at the beginning of the first program year lacking an Infrastructure Cost Budget in Exhibit A.

Section 1.2 Infrastructure Cost Allocation. The costs in an Infrastructure Cost Budget are allocated among the Local One-Stop Partners as set forth in Exhibit B (the "Infrastructure Cost Allocation"). At the request of the Local WDB from time to time, but not less frequently than once per year, the Parties shall review infrastructure costs incurred for operation of the One-Stop Center in the Local Area and the allocation of those costs under the Infrastructure.

Cost Allocation to confirm that the infrastructure costs actually allocated to each Local One-Stop Partner are proportionate to that Local One-Stop Partner's use of the One-Stop Center and the relative benefit received by each Local One-Stop Partner and the Local One-Stop Partner's programs and activities. As a result of such review, the Parties shall make any necessary adjustments to the Infrastructure Cost Allocation through amendment of this Agreement. If the Parties fail to reach agreement on the need for adjustments to the Infrastructure Cost Allocation, the Local WDB shall convene a meeting among representatives of Parties to resolve the disagreement.

# Section 1.3 Infrastructure Cost Payment.

1.3.1 Infrastructure Cost Contributions. No later than 30 days after the end of each calendar quarter, each Local One-Stop Partner shall notify the Local WDB in writing of any cash or in-kind contributions to cover costs included in the applicable Infrastructure Cost Budget that the Local One-Stop Partner made during the prior calendar quarter, any information needed from that Local One-Stop Partner to apply the Infrastructure Cost Allocation for the quarter, and

supporting documentation for such in-kind contributions and cost allocation information as the Local WDB may reasonably request. Any in-kind contributions will be valued consistent with 2 CFR 200.306; provided, however, to the extent allowed, if any, by 2 CFR 200.306, the Local One-Stop Partners will negotiate and agree upon the identification, inclusion, and value of in-kind contributions. If the Local One-Stop Partners cannot agree on whether a proposed in-kind contribution should be included, or its value, the in-kind contribution will not be applied to the calculation to determine the amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the infrastructure costs for the quarter.

A Local One-Stop Partner's failure to notify the Local WDB of such in-kind contributions and cost allocation information within 45 days of the end of the calendar quarter shall, at the discretion of the Local WDB, constitute that Local One-Stop Partner's waiver of any right to payment for any amount by which that Local One-Stop Partner's in-kind contributions exceed its allocation of the infrastructure costs for the quarter.

- 1.3.2 Payment of Infrastructure Costs. No later than 45 days after the end of each calendar guarter and based on the information received from the Local One-Stop Partners under Section 1.3.1, the applicable Infrastructure Cost Budget, and the Infrastructure Cost Allocation, the Local WDB shall notify each Local One-Stop Partner of the total infrastructure costs incurred during the quarter, by Infrastructure Cost Budget line item, and of the portion of those costs allocated to that Local One-Stop Partner. Such notification shall identify and reflect any cash or in-kind contributions to the infrastructure costs of the One-Stop Center received from other than a Local One-Stop Partner during the quarter (which reduce the overall costs otherwise allocated to the Local One-Stop Partners), with any in-kind contributions valued consistent with 2 CFR 200.306 and Section 1.3.1. If the portion of the infrastructure costs allocated to a Local One-Stop Partner for the guarter exceeds the Local One-Stop Partner's contributions to infrastructure costs during the quarter, that Local One-Stop Partner shall, subject to Article 3, pay the difference to the Local WDB no later than 45 days after receipt of notification from the Local WDB of the infrastructure costs for the quarter. If the portion of the infrastructure costs allocated to a Local One-Stop Partner for the guarter is less than the Local One-Stop Partner's contributions to infrastructure costs during the quarter, the Local WDB shall, subject to Article 3, pay the difference to that Local One-Stop Partner promptly after the Local WDB's receipt of sufficient funds from the other Local One-Stop Partners to make that payment.
- 1.3.3 Cost Overruns. If the Local WDB anticipates that future infrastructure costs for a program year will exceed the Infrastructure Cost Budget for that year (either overall or on a line-item basis), the Local WDB shall notify each Party and recommend that the Parties negotiate an adjusted Infrastructure Cost Budget for the year. If the Parties reach agreement on an adjusted Infrastructure Cost Budget for the year, the Parties may amend this Agreement to replace the existing Infrastructure Cost Budget for the year with the adjusted Infrastructure Cost Budget for the year through execution by each of the Parties of a written adjusted Infrastructure Cost Budget for the year. Upon such execution, the adjusted Infrastructure Cost Budget for that year shall be deemed to replace the existing Infrastructure Cost Budget for that year. Regardless of whether the Parties agree on an adjusted Infrastructure Cost Budget for a year, any cost (of a type included in the Infrastructure Cost Budget) overrun incurred while this Agreement is in effect shall be allocated to each Local One- Stop Partner in the same proportion as such cost would be allocated under this Agreement if it were not a cost overrun. If the Parties agree on an adjusted Infrastructure Cost Budget after the expiration of the year for which that budget is applicable, the Parties may amend this Agreement to replace the existing Infrastructure Cost Budget for that prior yearand shall otherwise adjust their cost allocations and later in time payments so as to reconcile or "true up" amounts actually received or paid with the adjusted budget. The Parties intend to limit the total amount of any infrastructure cost adjustments for a year to no more than a ten percent (10%) increase to the Infrastructure Cost Budget allocation of each Local One-Stop Partner.

# ARTICLE 2 BUDGET, ALLOCATION AND PAYMENT OF ADDITIONAL SHARED COSTS

Section 2.1 Additional Shared Cost Budget. The Additional Shared Cost Budget for the One-Stop Center in the Local Area for Program Year 2021 (July 1, 2021 to June 30, 2022) (an "Additional Shared Cost Budget") is set forth on Exhibit C. The Parties may amend this Agreement to add Additional Shared Cost Budgets for future program years through preparation of a written Additional Shared Cost Budget for the year and execution thereof by each of the Parties. Upon such execution, the Additional Shared Cost Budget shall be deemed added to Exhibit C and shall serve as the Additional Shared Cost Budget for the specified year for purposes of this Agreement. Subject to earlier termination as provided herein, this Agreement shall continue to govern the Parties rights and obligations related to additional shared costs of the One-Stop Center in the Local Area so long as Exhibit C includes an Additional Shared Cost Budget for the

then-current program year. This Agreement shall automatically terminate at the beginning of the first program year lacking an Additional Shared Cost Budget in Exhibit C.

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

## Section 2.3 Additional Shared Cost Payment.

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

2.3.2 Payment of Additional Shared Costs. No later than 45 days after the end of each calendar quarter and based on the information received from the Local One-Stop Partners under Section 2.3.1, the applicable Additional Shared Cost Budget, and the Additional Shared Cost Allocation, the Local WDB shall notify each Local One-Stop Partner of the total additional shared costs incurred during the quarter, by Additional Shared Cost Budget line item, and of the portion of those costs allocated to that Local One-Stop Partner. Such notification shall identify and reflect any cash or in- kind contributions to the additional shared costs of the One-Stop Center received from other than a Local One-Stop Partner during the quarter (which reduce the overall costs otherwise allocated to the Local One-Stop Partners), with any

in-kind contributions valued consistent with 2 CFR 200.306 and Section 2.3.1. If the portion of the additional shared costs allocated to a Local One-Stop Partner for the quarter exceeds the Local One-Stop Partner's contributions to additional shared costs during the quarter, that Local One-Stop Partner shall, subject to Article 3, pay the difference to the Local WDB no later than 30 days after receipt of notification from the Local WDB of the additional shared costs for the quarter. If the portion of the additional shared costs allocated to a Local One-Stop Partner for the quarter is less than the Local One-Stop Partner's contributions to additional shared costs during the quarter, the Local WDB shall, subject to Article 3, pay the difference to that Local One-Stop Partner promptly after the Local WDB's receipt of sufficient funds from the other Local One-Stop Partners to make that payment.

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

# ARTICLE 3 CONDITIONS TO PAYMENT OBLIGATIONS

If a Party is an agency of the State of Oregon, then such Party's payment obligations under this Agreement are conditioned on the Party receiving sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise of its administrative discretion, to make the payment. If a Party is a local government, then such Party's payment obligations under this Agreement are conditioned on the Party receiving from its governing body sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise

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

# ARTICLE 4 TERM AND TERMINATION

- Section 4.1 Term. This Agreement shall remain in effect until the earlier of (1) its termination under Sections 1.1 or 2.1 or (2) a Party's exercise of its right to terminate this Agreement under this Article 4. Section 4.2 Termination. This Agreement may be terminated as follows:
- 4.2.1 Notice. A Party may terminate this Agreement effective upon 90 days advance written notice to each other Party.
- 4.2.2 Non-appropriation. A Party may terminate this Agreement effective upon written notice to each other Party, if a Party fails to receive sufficient funding, appropriations and other expenditure authorizations to allow that Party, in the reasonable exercise of its administrative discretion, to continue making payments under this Agreement, as further described in Article 3.
- 4.2.3 Change in Law. A Party may terminate this Agreement effective upon written notice to each other Party. if federal or state laws, rules, regulations or guidelines are modified or are interpreted by the Federal Grant recipient agencies in such a way that the financing of One-Stop Center infrastructure costs as contemplated by this Agreement is no longer allowable.
- 4.2.4 Non-compliance. A Party may terminate this Agreement effective upon 30 days advance written notice to each other Party, if a Party fails to comply with its obligations under this Agreement, including a failure to make a required payment, and such failure remains uncured at the end of the 30-day period.

# ARTICLE 5 EFFECT OF TERMINATION

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

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

## ARTICLE 6 GENERAL

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

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

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

Section 6.4 Records and Inspection. Each Local One-Stop Partner shall keep proper books of account and records on all costs in an Infrastructure Cost Budget that it incurs prior to the date of termination of this Agreement. Each Local One-Stop Partner will maintain these books of account and records in accordance with generally accepted accounting principles and shall retain the books of account and records until the later of: (i) termination of this Agreement,

(ii) the date that all disputes, if any, arising under this Agreement have been resolved or (iii) the period required by any applicable records retention or similar laws. Each Party will permit each other Party and/or its duly authorized representatives to inspect, review and make excerpts and transcripts of such books of account and records. Access to these records is not limited to the required retention period. The authorized representatives shall have access to the records at any reasonable time for as long as the records are maintained.

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

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

Notwithstanding the precedingparagraph, if a claim must be broughtin a federal forum, then it must be brought and adjudicated solely and exclusively within the United States DistrictCourt for the District of Oregon. This paragraph applies to a claim brought against the State of Oregon only to the extent Congresshas appropriately abrogated the State of Oregon'ssovereign immunity and is not consent by the State of Oregon to be sued in federal court. This paragraph is also not a waiverby the State of Oregon of any form of defenseor immunity, including but not limited to sovereign immunity and immunity based on the Eleventh Amendment to the Constitution of the United States.

Section 6.7 Modification; Prior GrantAgreements; Headings. This Agreement may not be modified or amended except by an instrument in writing signedby each Party. This Agreement reflectsand sets forth the entire agreement and understanding of the Parties with respect to the subject matterhereof, and supersede all prior agreements and understandings relating to such subjectmatter. The headingsin this Agreementare for the purpose of reference only and shall not limit or otherwise affectany of the terms hereof.

Section 6.8 Validity; Severability. If any provision of this Agreement is held to be invalid, such event shall not affect, in any respective hatsoever, the validity of the remainder of this Agreement, and the remainder shall be construed without the invalid provisions as to carry out the intentof the Partiesto the extent possible without the invalid provision.

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

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

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

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

## **EXHIBIT A** INFRASTRUCTURE COST BUDGET

*Center	*L *P	Party #1	Party #2	Required Partner	Annual Cost	Currently Executed
А	L	Oregon Employment Department	NOW	WIOA 1B	\$9,408.00	х
А	Р	Oregon Employment Department	NOW	WIOA 1B	\$2,264.40	х
Т	L	TLC	NOW	WIOA 1B	\$18,506.88	×
SH	L	Oregon Employment Department	NOW	WIOA 1B	\$8,880.00	х
SH	Р	Oregon Employment Department	NOW	WIOA 1B	\$2,264.40	х
LC	L	Oregon Employment Department	NOW	WIOA 1B	\$1,824.00	x
LC	Р	Oregon Employment Department	NOW	WIOA 1B	\$2,167.20	х
LC	L	Oregon Employment Department	DHS SSP	Tanf, SNAP	\$6,412.40	х
LC	L	Oregon Employment Department	Voc Rehab	Title IV	\$2,621.60	x
N	L	Oregon Employment Department	NOW	WIOA 1B	\$3,480.00	х
N	Р	Oregon Employment Department	NOW	WIOA 1B	\$2,707.20	x
С	L	Oregon Employment Department	NOW	WIOA 1B	\$12,804.00	х
С	Р	Oregon Employment Department	NOW	WIOA 1B	\$2,361.60	х

\*Center

\*L = Lease(s)
\*P = Partner Sharing Agreements

A = Astoria
SH = St. Helens
T = Tillamook
LC = Lincoln City
N = Newport

# EXHIBIT B INFRASTRUCTURE COST ALLOCATION

Infrastructure cost allocation is provided through the documents identified in Exhibit A for workforce partners co-located in each of the Centers and currently sharing infrastructure costs.

The annual cost per partner for non-co-located required partners was calculated through the following process:

- 1. Designation of a shared cubicle in WorkSource Astoria (the Local Area Comprehensive One-Stop Center) as the technology nexus for non-co-located partners.
  - 2. Determine occupancy cost of shared cubicle.
  - 3. Division of these costs evenly by the number of non-co-located partners.

	Cos	st Per Unit	No. Units	N	onthly	Annual
Cubicle	\$	1,836.00	1.00	\$	153.00	\$ 1,836.00
Total				\$	153.00	\$ 1,836.00

Infrastructure cost allocation is based on the number of non-co-located WIOA required partnersparticipating in this Infrastructure SharedCost Funding Agreement. For the year beginning July 1, 2021, there are seven requiredpartners not currently co-located at WorkSource Astoria and thereforewill utilize and share the costsof the Technology Nexus Cubicle. Costsare allocated as follows and will be reconciled annually no later than June 30, 2022:

## **Cost Allocation Per Non-Co-Located Partners**

Partner	Monthly Cost		Annual Cost	
Department of Human Services - TANF	\$	21.86	\$	262.29
HECC-Title II	\$	21.86	\$	262.29
Oregon Commission for the Blind	\$	21.86	\$	262.29
Easter Seals-Title V	\$	21.86	\$	262.29
Clatsop Community College	\$	21.86	\$	262.29
Tongue Point Job Corps	\$	21.86	\$	262.29
Northwest Oregon Housing Authority	\$	21.84	\$	262.26
Total	\$	153.00	\$	1,836.00

# EXHIBIT C ADDITIONAL SHARED COST BUDGET

There are no Additional Shared Costs at July 1, 2021.

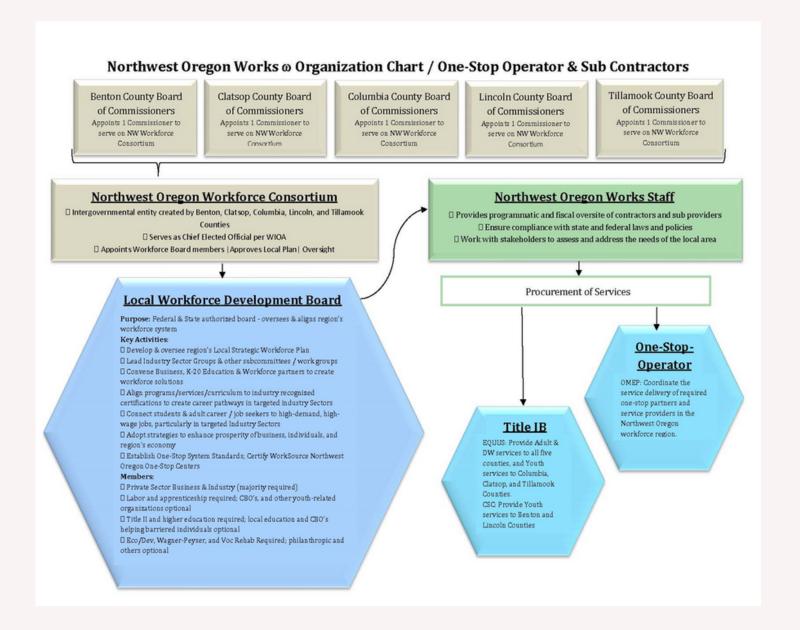
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# EXHIBIT D ADDITIONAL SHARED COST ALLOCATION

There are no Additional Shared Costs at July 1, 2021.

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# **Attachment A**



#### **ATTACHMENT B**

### LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

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

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

Representatives of businesses in the local area who:

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

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

Business or Agency Name	Member Names	Nominated By	<u>Term</u>
			<b>Expiration</b>
			<u>Date</u>
			If Vacant,
			Date to be
Samaritan Health Services	Carrie Norris	Samaritan Health Services	Filled 11/1/24
Pacific Oyster	Whitey Forsman	Tillamook Chamber of	11/1/24
		Commerce	
Oregon AERO	Tony Erickson	South Columbia County	11/1/24
		Chamber of Commerce	
Alterations by Heather	Heather Clark	Columbia County Economic	11/1/24
_		Team	
LEKTRO	Henry Balensifer III	Astoria-Warrenton Chamber of	11/1/24
	·	Commerce	
Pig n Pancake	Zach Poole	Astoria-Warrenton Chamber of	11/1/24
		Commerce	
Tillamook People's Utility	Todd Simmons	Tillamook Chamber of	11/1/23
District		Commerce	
Linda Dugan Insurance	Linda Dugan	Astoria-Warrenton Chamber of	11/1/23
Agency	8	Commerce	
Zwald Transport, Inc.	Heather Taksdal	The Oregon Trucking	6/1/25
• ′		Association	
Bergerson Constructin,	Greg Morrill	The Associated General	6/1/25
Inc.		Contractors Oregon-Columbia	
		Chapter	
		•	
		I	

# LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(B)				
Representatives of the workforce within the local area - At least 20% of the total board				
membership	must represent the	categories in this section.		
Membership Category	Member's Name	Nominated By	<u>Term</u>	
Name of labor organization, CBO,			Expiration	
etc.			<u>Date</u>	
			If Vacant, Date to be Filled	
(i) Representatives of labor organiza	tions (for a local area i	n which employees are represent		
organizations), or (for a local area in				
representatives of employees;			,	
Minimum of one representative				
(Must be nominated by local labor for				
Service Employees International	John Hawkins	LBLCLC Secretary	9/1/22	
Union				
NECA-IBEW Electrical	Rod Belisle	NW Oregon Labor Council	12/1/22	
Training Center		AFL-CIO		
Corvallis Fire Department	Gabe Gurule	NW Oregon Labor Council	11/1/24	
(i) D		AFL-CIO		
(ii) Representative of labor organiza				
program, or if no such joint program	exists in the area, such	n a representative of an apprentic	eship program in	
the area				
Minimum of one representative, if	f such a program ovist	ts in the area		
OR Laborers Training Center	Mario Calderon	Not Applicable	2/1/23	
Olt Laborers Training Center	Mario Calderon	1 tot rippiicable	2/1/20	
(iii) Representatives of community-	based organizations tha	at have demonstrated experience	and expertise in	
addressing the employment needs of				
serve veterans or that provide or sup	port competitive integr	rated employment for individuals	with disabilities	
(Optional category)				
Individuals with Disabilities		Not Applicable		
Veterans				
(iv) Representatives of organizations				
employment, training, or education		, including representatives of orga	anizations that	
serve out-of-school youth (Optional	category)			
		Not Applicable		
I .	I .			

## LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

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

# Each local board shall include representatives of entities administering education and training activities in the local area. When there is more than one local area provider of adult education and literacy activities under Title II, or multiple institutions of higher education providing workforce investment activities the CLEO must solicit nominations from those providers and institutions, respectively, in appointing the required representatives. Membership Category Nominated By Member's Name Organization Name List Business or Agency Name Expiration Date If Vacant, Date to be Filled A representative of eligible providers administering adult education and literacy activities under title II of WIOA Minimum of one representative **Linn-Benton Community College** Ann Buchele **Portland Community** 7/1/21 College A representative of institutions of higher education providing workforce investment activities (including community colleges) Minimum of one representative **Oregon Coast Community College** Tillamook Bay Birgitte Ryslinge 6/1/23 Community College Representatives of local educational agencies, and of community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (Optional category)

# LOCAL WORKFORCE DEVELOPMENT BOARD MEMBERSHIP

WIOA Sec. 107(b)(2)(D)  Each local board shall include representatives of governmental and economic and community development entities serving the local area.				
Membership Category	Names	Nominated By	Term	
List Business or Agency Name	Member's Name	Organization Name	Expiration	
			<u>Date</u>	
			If Vacant,	
Downsontations of communicated		N-41'1-1-	Date to be Filled	
Representatives of economic and community development entities		Not applicable		
(Minimum of one representative)				
Economic Development Council	Terre Cooper		6/1/25	
Tillamook County	Terre Cooper		0/1/23	
I mamook county				
Representative from the State		Not applicable	1	
employment service office under the		1.0. uppnemore		
Wagner-Peyser Act serving the local				
area				
(Required)				
Oregon Employment Department	Stephanie		11/1/24	
	Hurliman			
Representative of the programs		Not applicable		
carried out under title I of the				
Rehabilitation Act of 1973 serving				
the local area [other than section 112				
or part C of that title]				
(Required)			- 11 12 2	
OR DHS – Vocational Rehab	Lauren Smith		7/1/23	
D		27		
Representatives of agencies or		Not applicable		
entities administering programs				
serving the local area relating to transportation, housing, and public				
assistance				
(Optional)				
(Орионая)				
Representatives of philanthropic		Not applicable		
organizations serving the local area		1 to t upprioudle		
(Optional)				
Other		Not applicable		
Port of Newport	Paula Miranda		11/1/24	



POLICY B01: NOMINATION AND APPOINTMENT PROCESS FOR MEMBERSHIP ON NORTHWEST OREGON WORKS BOARD

OF DIRECTORS

APPROVED: 3/28/2016 NOW and NOWC

**REVISION: 1/20/22** 

APPROVED BOARD REVISION: 4/22/22 NOW, INTERNAL REVIEW CONDUCTED: 02/04/22

NEW X REVISED

#### **PURPOSE**

Section 107(b)(1) of the Workforce Innovation and Opportunity Act (WIOA) requires the Governor, in partnership with the State Workforce Development Board, to establish criteria for use by local Chief Elected Officials to appoint members of local boards in their areas. The U.S. Department of Labor (DOL), through Training and Employment Guidance Letter (TEGL) 27-14, further requires state policy outlining the criteria and process for local board member appointment. The Northwest Oregon Workforce Consortium intends to establish a policy and process to accept nominations and make appointments to the Oregon Northwest Workforce Investment Board doing business as Northwest Oregon Works (NOW), based on the criteria established by the Act and the Oregon state policy.

#### **POLICY**

#### **Local Board Membership**

All local board members must be individuals with optimum policy-making authority within the entities they represent and demonstrated experience and expertise for the positions they fill.

### **Business Representatives**

The majority of local board members must be representatives of businesses or business organizations in the local area.

Each business representative must meet the following criteria:

- Be an owner, chief executive officer, chief operating officer, or other individual with optimum policy-making or hiring authority;
- Provide employment opportunities that, at a minimum, include high-quality, work-relevant training in in-demand industry sectors or occupations as those terms are defined in WIOA Section 3 (23) in the local area;

## **Workforce Representatives**

At least 20 percent of local board members must be workforce representatives who meet the following criteria:

- Three or more members in this category must be representatives of labor organizations;
- One or more members in this category must represent a joint labor-management or union affiliated registered apprenticeship program within the local area who must be a training director or a member of a labor organization. If no union-affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;

In addition to the workforce representatives cited above, the local board may include the following to contribute to the 20 percent requirement:

- One or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- One or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

# POLICY B01: NOMINATION AND APPOINTMENT PROCESS FOR MEMBERSHIP ON NORTHWEST OREGON WORKS BOARD OF DIRECTORS CONT

**Balance of Representatives** 

At least one eligible provider administering adult education and literacy activities under WIOA Title II;

 At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and

• At least one representative from each of the following governmental and economic and community development

entities:

o Economic and community development entities;

o The state employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and

o The programs carried out under Title I of the Rehabilitation Act of 1973, other than Section 112 or part C of that title;

Local boards may include representatives of other appropriate entities in the local area, including:

• Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;

• Governmental and economic and community development entities who represent transportation, housing, and public

assistance programs;

Philanthropic organizations serving the local area; and

Other appropriate individuals as determined by the chief elected official.

**Board Member Nominations** 

• Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.

Labor representatives must be selected from among individuals nominated by local or state labor federations.

• When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities. [WIOA Section 107(b)(6))]

All other representatives are appointed from among individuals who are nominated by locally recognized organizations

or entities, such as chambers of commerce, non-profit networks, or coalitions, etc.

## Vacancies, Change In Status, and Related Issues

**Vacancies** 

Vacancies must be filled within a reasonable amount of time of the vacancy, but no later than ninety (90)-days. Vacancies must be filled in the same manner as the original nomination and appointment process. Reappointments of current members can be authorized by the Chief Local Elected Official (CLEO). Actions taken by NOW after a ninety (90)-day period of vacancies will be null and void, unless a waiver has been granted by the HECC OWI prior to the meeting. Waivers must include an explanation of why a vacancy was not filled in the defined timeframe and a description of the process underway to fill the vacancy.

Waiver requests are to be submitted in writing to:

Director

**Office of Workforce Investments** 

3225 25th Street SE

Salem, OR 97302

**Change in Status** 

Board members who no longer hold the position or status that made them eligible to be a board member must resign or be removed immediately by the Chief Local Elected Official (CLEO) as a member of NOW (E.g. no longer work in the private sector, or no longer with an educational institution, etc.).

**Mid-Term Appointment** 

Board members replacing out-going member's mid-term, will serve the remainder of the out-going member's term.

Quorum

A quorum is defined as a majority of 51%, excluding vacancies, provided that the majority (25%) of members in attendance are business representatives.

Removal

A board member must be immediately removed by the Chief Local Elected Official (CLEO) if any of the following occurs:

A documented violation of conflict of interest

- Failure to meet the requirements of member representation as described in Change in Status.
- Documented proof of fraud and/or abuse

Board members may be removed for other reasons outlined in the bylaws of NOW. The Northwest Oregon Workforce Consortium strongly encourages NOW to establish and enforce strong attendance requirements for its members. The bylaws must contain specific criteria to establish just cause for removal of a member, as well as the process for removal, and the process for appeal and arbitration.

#### **REFERENCES**

- WIOA Section 107(b)
- WIOA Section 107(i)
- 20 CFR 679.310, 679.320, 679.330, 679.340, 679.350, and 679.360
- Training and Employment Guidance Letter (TEGL) 27-14

# LOCAL WORKFORCE DEVELOPMENT BOARD CERTIFICATION REQUEST

[I/We] certify that [I am/we are] authorized to request certification of the Oregon Northwest Workforce Investment Board dba Northwest Oregon Works for the Northwest Workforce Area. This certification is for the Workforce Innovation and Opportunity Act period ending June 30, 2023.

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

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

(Signature – Local Elected Official)	5-8-	-2/
(Signature – Local Elected Official)	(Date)	
Printed Name and Title)		
(Signature – Local Elected Official)	(Date)	
(Printed Name and Title)		

## Signature Page

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

Northwest Oregon Works

## Statement of Concurrence

We, the undersigned, do hereby approve and submit this Local Plan for the Workforce Innovation and Opportunity Act Title I Youth, Adult, and Dislocated Worker Programs. <u>EQUUS Workforce Solutions</u> will be the sub recipient under this Plan.

Northwest Oregon Workforce Board will be the Administrative Entity under this Plan.

The length of this Plan will be July 1, 2020 through June 30, 2024.

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

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

(Signature-Chief Local Elected Official)	5-13-2( (Date)
Dove Hour, CHAIR LORGE ELECTED (Name and Title)	OFFICIALS
(Signature- Workforce Development Board Chair)	5/12/2 <del>010</del> 2021 <i>CS</i> (Date)
Tony Erickson NOW Chair (Name and Title)	

# WIOA TITLE I ASSURANCES AND DISCLOSURE OF LOBBYING ACTIVITIES

#### FEDERAL GRANT ASSURANCES

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

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

Without limitation, Contractor assures and certifies that it:

- 1. Has the legal authority to apply for and receive funds, including federal and state funds, under the grants and programs covered by this Contract, and the institutional, managerial and financial capability (including funds sufficient to pay the non-federal share of project costs) to ensure proper planning, management and completion of the projects, grants and programs covered by this Contract.
- 2. Will, with respect to Federal funds received by Contractor under this Contract, comply with the cost principles determined in accordance with the provisions of OMB 2 CFR Part 200 Super Circular Circular; A-87, "Cost Principles for State, Local and Indian Tribal Governments," or A-21, "Cost Principles for Educational Institutions" or A-122, "Cost Principles for Non-Profit Organizations" as applicable based on the status/type of the entity receiving the Contract, and the cost related provisions of the corresponding regulations found in 29 CFR Part 97, 29 CFR Part 95 or 48 CFR Part 31.
- 3. Will maintain and permit the Higher Education Coordinating Commission, the office of Community Colleges and Workforce Development, the Oregon Secretary of State's Audit Division, the Oregon Department of Justice, the Federal Department of Labor, Employment and Training Administration through any authorized representative, access to and the right to examine and audit all records, books, papers or documents related to the awards or programs, to satisfy audit and program evaluation purposes and for all other lawful purposes; will establish a proper accounting system in accordance with generally accepted accounting standards and directives of the Federal awarding agencies; and will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."

- 4. Will not permit any person or entity to receive grant or program funds if the person or entity is listed on the non-procurement portion of the General Service Administration's list of parties excluded from federal procurement or non-procurement programs in accordance with Executive Order No. 12,549 and Executive Order No. 12,689 of the President of the United States.
- 5. Will comply with the following:
- A. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31 USC section 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
- B. The lobbying provisions of 34 CFR Part 82.

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

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

- C. Contractor shall require certification of the foregoing from all recipients of grant or program funds by including it in and requiring that it be included in all contracts pursuant to which grant or program funds are paid.
- 6. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
- 7. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding Agency.
- 8. Will comply with all federal, state and local laws, regulations, executive orders, ordinances, administrative rules and directives relating to nondiscrimination. These include but are not limited to:(a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20U. S. C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex;(c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U. S. C. §794), which prohibits discrimination on the basis of handicaps;(d) the Age Discrimination Act of 1975, as f Oregon;

amended (42 U. S. C. §§6101-6107), which prohibits discrimination on the basis of age; (e) The Americans with Disabilities Act of 1990 (42 U.S.C§§12131 et seq.), which protects qualified persons with disabilities from discrimination in employment opportunities and imposes requirements for construction, remodeling, maintenance and operation of structures and facilities; (f) Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014 (29 CFR Part 37 and Section 188); (g) ORS Chapter 659, as amended; (h) current and or revised Methods of Administration of the State of Oregon.

- (i) any other nondiscrimination provisions in the specific statute(s) under which application for federal assistance is being made; and, (j)the requirements of any other nondiscrimination laws, regulations, executive orders or ordinances which may apply to the Applicant, Contractor, award, or programs.
- 9. Will comply, as applicable, with the provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7326) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds, unless exempt by the Hatch Act exclusion for individuals employed by an educational or research institution, establishment, agency, or system which is supported in whole or in part by a state or political subdivision thereof, or by a recognized religious, philanthropic, or cultural organization, as provided in 5 U.S.C. §1501(4) (B).
- 10. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction sub agreements.
- 11. Will comply with the applicable requirements of the federal Health Insurance Portability and Accountability Act of 1996 (HIPPA) (42 U.S.C. §§1320d et seq.) and the implementing regulations, 45 CFR 160, which relate to health information privacy and security and the transmission of such information
- 12. Will comply with the following additional requirements in accordance with WIOA:
- A.All proposals, evaluations, periodic program plans, and reports relating to each program will be available for public inspection.
- B.No grant funds will be used for the acquisition of real property or for construction unless specifically permitted by the authorizing statute or implementing regulations for the program.
- C.No grant funds will be used in violation of the prohibitions against use of such funds for religious worship, instruction, or proselytization.
- D.Contractor will cooperate in any evaluation of the program by the Secretary of the United States Department of Labor.
- E.Contractor will use fiscal control and accounting procedures that ensure proper disbursement of and accounting for federal funds.

- F. Contractor will obligate funds in accordance with the timing and other requirements of 29 CFR Part 97.21 or 29 CFR 95.22.
- G. Contractor will furnish reports that the Agency requests or that may reasonably be necessary for the Agency to carry out its responsibilities under the program, and will furnish all annual and other reports required by applicable laws and regulations.
- H. Contractor will keep records that fully show: (1) the amount of funds; (2) how the funds are used; (3) the total cost of the project; (4) the share of that cost provided from other sources; and (5) other records to facilitate an effective audit.
- I. Contractor will keep records to show its compliance with program requirements.
- J. Records will be retained for three years after completion of the projects and work covered by this Contract and access will be provided as deemed necessary by the Higher Education Coordinating Commission, the office of Community Colleges and Workforce Development, and/or the United States Department of Labor. If any litigation, claim, or audit is started before the expiration of the 3-year period, the records must be retained until all litigation, claims, or audit finding involving the records have been resolved and final action taken.
- K. Contractor will comply with the protection of the rights and privacy of parents and students in accordance with the Family Educational Rights and Privacy Act of 1974, (20 U.S.C. §1232g).
- L. None of the funds will be used to acquire equipment (including computer software) in any instance in which such acquisition results in a direct financial benefit to any organization representing the interests of the purchasing entity or its employees or any affiliate of such an organization.
- 14. Will comply with all applicable requirements of all of the foregoing and all other federal, state and local laws, regulations, ordinances, executive orders, administrative rules and directives applicable to the grants, awards, programs and work covered by this Contract
- 15. Debarment, suspension, ineligibility and voluntary exclusion lower tier covered transactions: As required by Executive Order 12549, Debarment and Suspension, and implemented at 15 CFR Part 26, Section 26.510, Participants Responsibilities, for prospective participants in lower tier covered transactions (except subcontracts for goods or services under the \$25,000 small purchase threshold, unless the sub tier recipient will have a critical influence on or substantive control over the award), as defined at 15 CFR Part 26, Sections 26.105 and 26.110:
- A.The prospective lower tier participant certifies, by submission of these assurances, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- B.Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participants shall attach an explanation to this proposal.
- 16. The Contractor also agrees by signing this Contract that he or she shall require that the language of these assurances be included in all sub agreements, which exceed \$100,000 and that all such sub recipients shall certify and disclose accordingly.