

Workforce Innovation and Opportunity Act
Local Plan
Northwest Workforce Area

Submitted by
Northwest Oregon Works



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Strategic Portion

Section 1: Vision and Leadership

It is expected that Section 1 responses will be greatly influenced by the members of the local workforce development board and other community stakeholders. Further, it is expected that there will be strong alignment with the current WTDB Strategic Plan and Joint Priority Setting.

Please answer the questions in Section 1 in eight (8) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Vision and Goals

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

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

1.1 A.

Vision:

Northwest Oregon Works (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.

Strategic Goals:

- Strengthen alignment between workforce development, education, and economic development to support regional economic growth.
- Advance sector-based workforce strategies in the region's priority industries: Behavioral Health and Healthcare; Leisure and Hospitality; Maritime; Transportation; and Manufacturing.
- Prepare an educated and skilled workforce by expanding access to training, credentials, and work-based learning opportunities and career pathways aligned with documented regional demand and replacement needs.
- Improve employer engagement by responding to current and emerging workforce needs in in-demand industries.
- Advance equity by reducing disparities in access to services, training, and employment outcomes for priority populations.
- Ensure accountability and continuous improvement through performance monitoring and data-informed decision-making.

1.1 B.

NOW's strategic vision supports economic growth and economic self-sufficiency by aligning workforce investments with documented labor market demand and replacement need across Benton, Clatsop, Columbia,

Lincoln, and Tillamook counties. Oregon Employment Department 2024–2034 projections estimate approximately 5,900 net new jobs in the region, with substantial additional openings created through retirements and workforce turnover. Growth is concentrated in private educational and health services, professional and business services, leisure and hospitality, and construction, while manufacturing and maritime industries continue to generate significant replacement demand. By prioritizing Behavioral Health and Healthcare, Leisure and Hospitality, Maritime, Transportation, and Manufacturing, the Local Board directs training and career pathway development toward sectors that sustain regional economic activity and provide opportunities for advancement.

The Board’s goals prepare an educated and skilled workforce by expanding access to credentials, work-based learning, on-the-job training, and sector-aligned career pathways. Regional data indicate that a significant share of projected openings require a high school diploma or equivalent, while a growing proportion require postsecondary certificates, associate degrees, or higher education. Northwest Oregon Works coordinates WIOA Title I services with Adult Education (Title II), Wagner-Peyser, Vocational Rehabilitation, community colleges, and industry partners to ensure youth and adults—including individuals with barriers to employment such as disabilities, low income, basic skills deficiency, rural isolation, or justice involvement—have access to education, training, and supportive services that promote labor market attachment and upward mobility.

Performance accountability is embedded within the Local Board’s strategy. Northwest Oregon Works monitors and evaluates performance across the WIOA primary indicators, including employment in the second and fourth quarters after exit, median earnings, credential attainment, measurable skill gains, and employer engagement. Subrecipients are competitively procured and monitored for programmatic and fiscal compliance, with performance reviewed regularly to ensure progress toward negotiated targets. Results are reported to the Board and inform continuous improvement efforts, ensuring that workforce investments contribute to measurable economic outcomes for individuals and employers in the region.

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

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

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

Vision

Equitable Prosperity for All Oregonians

Mission

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

Imperatives

- An inclusive workforce system that advances equitable prosperity.
- Clear understanding of and improved use and impact of the workforce system.
- The WTDB is embraced by the Governor as an accountable convener, empowered facilitator and informed advisor.
- Strategic and close alignment between education, economic development, and workforce development, including public and private partners.

1.2

NOW's vision directly supports the Oregon Workforce and Talent Development Board's vision of "Equitable Prosperity for All Oregonians" by prioritizing sector-based workforce strategies that expand access to education, training, and career pathways across Benton, Clatsop, Columbia, Lincoln, and Tillamook counties. The Local Board advances economic self-sufficiency by aligning workforce investments with documented regional labor market demand while reducing disparities in access for individuals with barriers to employment.

The Board's mission-driven activities align with the WTDB mission to "advance Oregon through education, training, jobs and careers by empowering people and employers." Northwest Oregon Works integrates WIOA Title I services with Adult Education, Wagner-Peyser, Vocational Rehabilitation, community colleges, and industry partners to support coordinated education and employment pathways. Employer engagement and sector partnerships ensure workforce investments respond to real-time business needs.

The Local Board supports the WTDB's imperatives by promoting an inclusive workforce system that advances equitable prosperity through barrier mitigation, accessible one-stop services, and targeted support for rural and underserved communities. Continuous performance monitoring, one-stop certification, competitive procurement, and transparent reporting strengthen understanding of system effectiveness and ensure accountability.

Finally, Northwest Oregon Works maintains close alignment between workforce development, education, and economic development through coordinated planning, sector engagement, and collaboration with public and private partners. Through this integrated approach, the Local Board contributes to statewide workforce system goals while addressing the unique economic conditions of Northwest Oregon.

1.3 Joint Priority Setting (Oregon Requirement)

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

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

1.3

Northwest Oregon Works aligns its goals, strategies, and investments directly with the priorities established through the September 2023 Joint Priority Setting process. The Board operationalizes these priorities through sector-based strategies, coordinated employer engagement, strengthened education alignment, targeted equity investments, and continuous performance oversight.

Improving Employer–Workforce System Connection

NOW strengthens employer engagement through coordinated Business Services efforts across WorkSource Oregon partners, including WIOA Title I, Wagner-Peyser, Vocational Rehabilitation, and community partners. Employer outreach is aligned with economic development priorities and focused on five board-approved sectors: Behavioral Health/Healthcare, Leisure and Hospitality, Maritime, Transportation, and Manufacturing. The Board supports work-based learning models, on-the-job training, incumbent worker training, and customized training to address sector-specific skill gaps. Regular coordination meetings between system partners reduce duplication and ensure employers experience a unified, streamlined system.

Deepening Integration of K-12 Education

NOW collaborates with regional education partners, Career Technical Education programs, and industry representatives to strengthen early career awareness and exposure. Sector partnerships and employer engagement strategies intentionally include opportunities for youth engagement, including career exploration events, industry tours, and work-based learning pathways. The Board prioritizes alignment between K–12, community colleges, and industry to support seamless transitions into training, apprenticeships, and employment in high-demand sectors.

Investing in Work-Based Learning

The Board prioritizes work-based learning as a primary strategy to improve workforce system impact. WIOA Title I resources are leveraged to expand on-the-job training, internships, transitional jobs, and apprenticeship opportunities in priority sectors. Work-based learning is used as a tool to connect individuals with barriers to employment to real-world experience while meeting employer workforce needs. Sector engagement efforts reinforce these investments by identifying employers willing to host and mentor participants.

Advancing Equity and Closing Access Gaps

NOW advances equity by analyzing local workforce and demographic data to identify disparities in access to education, training, and employment. Priority populations include individuals with low income, individuals with disabilities, rural residents, English language learners, justice-involved individuals, and dislocated workers. Targeted outreach, supportive services, co-enrollment strategies, and strong coordination with Title II adult education providers are used to reduce barriers and improve employment outcomes. Equity considerations are embedded in sector strategies and funding decisions.

Aligning Data and Performance Reporting

NOW supports statewide efforts to align data systems within the WorkSource Oregon system to produce shared state and local performance reports. Locally, performance accountability is reinforced through monthly monitoring of WIOA primary indicators, regular reporting to the Board of Directors, and review of subrecipient performance. The Board actively supports system modernization efforts led by the state and participates in discussions to improve transparency, accountability, and shared outcome measurement across partners.

High Performing Board

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

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

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

1.4

Northwest Oregon Works intentionally structures its governance, strategy, and oversight functions to operate as a high-performing board consistent with guidance from the National Governor's Association and the U.S. Department of Labor. The Board serves as a strategist, convener, manager, and optimizer for the regional workforce system, providing leadership that extends beyond compliance and into system improvement.

Communicate the Vision / Strategist

NOW establishes and communicates a clear regional workforce vision grounded in labor market intelligence, economic trends, and sector priorities. The Board regularly reviews data from the Oregon Employment Department, regional economic forecasts, and industry engagement efforts to set strategic direction for Behavioral Health/Healthcare, Leisure and Hospitality, Maritime, Transportation, and Manufacturing. Strategic planning is board-driven and includes measurable goals tied to economic growth, work-based learning expansion, equity advancement, and performance outcomes. The Board uses its public meetings, sector engagement efforts, and partnerships with economic development and education leaders to consistently reinforce this regional workforce vision.

Model and Manage Strategic Partnerships / Convener

NOW recognizes that workforce development is a coordinated system, not a single program. The Board actively convenes partners across WIOA Title I, Wagner-Peyser, Vocational Rehabilitation, Adult Education (Title II), community colleges, K-12 systems, economic development entities, and sector employers.

Through structured coordination meetings, Memoranda of Understanding, One-Stop certification processes, and shared sector strategies, NOW ensures partners operate in alignment rather than isolation. The Board reinforces firewall protections where required while maintaining system cohesion, particularly where the same

entity holds multiple contracts. This balance preserves neutrality while strengthening integration.

Design and Manage Customer-Centered Service Delivery / Manager

NOW provides oversight of service design through competitive procurement, performance monitoring, One-Stop Operator oversight, and certification of WorkSource Oregon centers. The Board ensures that service delivery models are responsive to both employer demand and job seeker needs, including individuals with barriers to employment.

Customer-centered delivery is reinforced through:

- Work-based learning expansion
- Coordinated business services
- Integrated case management
- Supportive service alignment
- Accessibility monitoring and ADA compliance reviews

Regular review of certification assessments and operational standards ensures that services meet or exceed state expectations.

Use Data and Accountability Systems / Optimizer

NOW uses data to drive oversight and continuous improvement. Performance against WIOA primary indicators is reviewed regularly with subrecipients and reported to the Board. Economic and workforce trend data inform sector investment decisions and program adjustments.

The Board supports statewide efforts to modernize and align WorkSource data systems while maintaining local accountability through:

- Monthly contract monitoring
- Annual performance review presentations
- Sector outcome tracking
- Equity-focused analysis of participant access and outcomes

This structured oversight approach enables NOW to move beyond compliance toward continuous improvement and measurable impact.

Key Definition

Self-Sufficiency: This refers to the [The Self-Sufficiency Standard for Oregon](#) (current version). This measure is aspirational for Oregon and describes how much income families of various sizes and compositions need to make ends meet without public or private assistance in each county in Oregon. The Self-Sufficiency Standard is a measure of income adequacy that is based on the costs of basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as the cost of taxes and the impact of tax credits. This varies by family type.

Section 2: Data and Analysis

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

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

Economic and Workforce Analysis

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

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

2.1

The Northwest Oregon region reflects a diverse regional economy shaped by coastal, rural, and small urban labor markets. Economic conditions vary across counties, with employment concentrated in education and health services, local government, leisure and hospitality, manufacturing, and transportation. Seasonal employment patterns, housing constraints, geographic distance between population centers, and limited public transportation continue to influence labor force participation and employer recruitment.

Consistent with the Oregon Office of Economic Analysis December 2025 Economic and Revenue Forecast, the region is experiencing moderate post-pandemic stabilization following a rapid recovery period. Unemployment rates have normalized relative to historic lows seen immediately prior to and following pandemic recovery, and labor force growth has moderated as statewide population growth slows and demographic aging accelerates. Population projections indicate continued aging across the region, increasing demand for healthcare and social assistance services while tightening labor supply in several industries.

According to Oregon Employment Department Industry Employment Projections (2024–2034), total employment across the five-county region is projected to increase from approximately 113,990 jobs in 2024 to 119,890 jobs in 2034 — an increase of roughly 5 percent (5,900 jobs). Growth is concentrated in:

- Professional and Business Services (12%)
- Private Educational and Health Services (12%)
- Leisure and Hospitality (8%)
- Construction (10%)
- Transportation, Warehousing, and Utilities (7%)

Government employment, particularly local government and local education, is also projected to grow modestly (3%). Manufacturing employment remains relatively stable overall, though internal shifts are occurring between durable and nondurable goods subsectors, reflecting structural changes rather than net expansion.

Healthcare and behavioral health demand is expected to increase due to demographic trends, including an aging population and persistent workforce shortages. Leisure and hospitality continues to play a central role in coastal economies, though it remains sensitive to seasonal tourism and economic cycles. Transportation and logistics

growth reflects the region’s role in goods movement and supply chain connectivity. Construction growth remains influenced by housing demand, though rising costs and interest rates may moderate expansion.

While overall employment growth is projected to be steady, more than 90 percent of job openings over the next decade are expected to result from replacement demand rather than net new job creation. This indicates ongoing turnover pressures and the need for sustained workforce pipeline development rather than solely expansion strategies.

Economic conditions across the region therefore require workforce strategies that address both structural labor supply constraints and sector-specific workforce shortages, while supporting economic self-sufficiency and regional competitiveness.

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

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

2.2

In-demand industries were identified using Oregon Employment Department employment projections, replacement demand data (2024–2034), regional employment trends, and board-adopted sector priorities. The region is projected to add approximately 5,900 jobs (5% growth) between 2024 and 2034, with the majority of total openings resulting from replacement demand as retirements and occupational turnover continue to drive labor market activity.

The fastest-growing sectors in the region include Professional and Business Services (12%), Private Educational and Health Services (12%), Construction (10%), Leisure and Hospitality (8%), and Transportation and Warehousing (7%). While overall manufacturing employment is projected to remain relatively stable (0% net growth), the sector continues to generate significant replacement openings and remains critical to the regional economy.

Consistent with board-approved focus areas, the region prioritizes:

Behavioral Health and Healthcare.

Private Educational and Health Services is among the fastest-growing sectors in Northwest Oregon. Hospitals, ambulatory care, behavioral health services, and social assistance occupations continue to experience sustained demand. High-demand occupations include registered nurses, medical assistants, dental hygienists, behavioral health technicians, and direct care workers. Growth is influenced by demographic trends, including an aging population and increased demand for mental health services.

Leisure and Hospitality.

Leisure and hospitality remains one of the largest employment sectors in the region and is projected to grow by 8% over the next decade. Accommodation and food services account for the majority of employment in this sector. Although average wages in the sector are lower than the regional average due in part to part-time employment, the industry provides significant entry-level opportunities and pathways into management, culinary, and tourism-related careers.

Transportation and Logistics.

Transportation, warehousing, and utilities are projected to grow by 7%. Demand is driven by goods movement, regional distribution networks, and coastal and highway corridors. High-demand occupations include commercial drivers, material movers, logistics technicians, and equipment operators.

Maritime.

Maritime employment remains an important cluster in coastal counties, supporting fishing, vessel operations, marine repair, and related trades. While comprehensive updated maritime data is limited, regional labor market analysis indicates continued demand for welders, marine mechanics, and vessel crew occupations tied to port activity and coastal industries.

Manufacturing.

Manufacturing remains foundational to Northwest Oregon's economy, particularly in durable goods and wood products. Although overall employment is projected to remain flat through 2034, internal subsector shifts and retirements are expected to create ongoing replacement openings. High-demand occupations include machinists, industrial machinery mechanics, production technicians, and welders.

Across sectors, approximately 95% of projected job openings over the next decade are expected to result from replacement needs rather than net new job creation. This replacement demand underscores the importance of workforce strategies that support upskilling, credential attainment, and career advancement across both entry-level and mid-skill occupations.

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

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

2.3

Employer demand in Northwest Oregon reflects both projected sector growth and significant replacement needs driven by retirements and workforce turnover. Between 2024 and 2034, approximately 95 percent of projected job openings in the region are expected to result from replacement demand rather than net new job growth. This dynamic creates sustained hiring pressure across multiple sectors, even where overall employment levels remain stable.

Recent vacancy data and employer engagement indicate that the greatest hiring needs are concentrated in:

Healthcare and Behavioral Health.

Employers report persistent recruitment challenges for registered nurses, medical assistants, dental hygienists, behavioral health technicians, and direct care workers. Demand is driven by population aging, increased utilization of services, and workforce burnout following the pandemic. Many healthcare occupations require postsecondary credentials, licensure, or clinical training capacity, which can limit the speed at which supply meets demand.

Leisure and Hospitality.

Leisure and hospitality consistently accounts for a significant share of regional vacancies, particularly in food preparation, serving, lodging, and supervisory roles. These occupations often require limited formal education but demand strong customer service, reliability, and work-readiness skills. Employers report ongoing challenges with recruitment, retention, and seasonal workforce stability.

Transportation and Logistics.

Transportation and warehousing employers report ongoing need for commercial drivers, material movers, equipment operators, and logistics support roles. Barriers include licensing requirements (CDL), insurance constraints, and geographic commuting challenges in rural areas.

Manufacturing and Skilled Trades.

While overall manufacturing employment growth is modest, employers anticipate substantial replacement hiring due to retirements in production, machining, welding, and maintenance occupations. Employers emphasize the need for mechanical aptitude, technical skills, safety training, and increasingly, digital and automation competencies.

Maritime and Natural Resource–Related Occupations.

Coastal employers report demand for marine mechanics, welders, vessel crew, and related trades. Measuring demand is more complex in this sector due to limitations in unemployment insurance data coverage; however, employer engagement and sector partnerships confirm ongoing workforce needs tied to port activity and coastal industries.

Across sectors, employer feedback consistently highlights cross-cutting needs including:

- Work readiness and soft skills
- Reliability and attendance
- Industry-recognized credentials
- Foundational digital literacy
- Ability to work in team-based and safety-sensitive environments

A substantial portion of projected job openings require no education beyond high school for entry-level employment; however, wage growth and advancement opportunities are more likely in occupations requiring postsecondary training, industry credentials, or licensure. Employers increasingly seek workers who can progress along career pathways rather than remain in entry-level roles.

The combination of replacement demand, moderate population growth, and geographic workforce constraints underscores the importance of workforce strategies that expand labor force participation, support skill development, and address barriers to employment.

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

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

2.4 A.

Meeting employer demand in Northwest Oregon requires a workforce equipped with both foundational employability skills and occupation-specific technical competencies aligned with the region's in-demand sectors.

Employment projections for 2024–2034 indicate that the majority of projected job openings will result from replacement demand rather than new job creation. A substantial share of openings will require a high school diploma or equivalent for entry-level competitiveness, while a significant portion will require postsecondary training, industry-recognized credentials, licensure, or degrees—particularly in healthcare, professional services, skilled trades, and transportation. Approximately one-fifth of projected openings require a bachelor's degree or higher, with higher educational thresholds concentrated in healthcare, behavioral health, education, and technical professional roles.

Across sectors, employers consistently identify the following foundational knowledge and skill requirements:

Foundational Skills

- Reading comprehension and applied math
- Digital literacy, including proficiency with email, scheduling systems, web-based applications, and industry-specific software
- Communication skills, both written and verbal
- Teamwork and collaboration
- Reliability, punctuality, and workplace professionalism

Technical and Industry-Specific Skills

- Clinical competencies and credentialing in healthcare and behavioral health
- Mechanical aptitude, blueprint reading, welding, machining, and equipment maintenance in manufacturing and maritime sectors
- CDL licensing and logistics coordination in transportation
- Food safety certification and supervisory skills in hospitality
- Safety compliance and regulatory knowledge across construction, maritime, and industrial occupations

Employers also increasingly emphasize adaptability, problem-solving, and the ability to learn new technologies as automation and digital systems become embedded across industries. Even occupations that historically required limited technical skill now require comfort with point-of-sale systems, electronic health records, scheduling platforms, inventory systems, and safety reporting tools.

Labor market data further indicate that prior work experience remains a significant factor in hiring decisions. Employers frequently report difficulty filling positions where experience, certification, or licensure requirements limit the available labor pool. This underscores the importance of work-based learning models, internships, apprenticeships, and on-the-job training as mechanisms to bridge the experience gap.

In summary, the region's workforce must be prepared along a continuum: from strengthening foundational literacy and digital competencies to expanding access to industry-recognized credentials and career pathways in high-demand sectors. Addressing both foundational and advanced skill needs is essential to meeting employer demand and sustaining economic growth in Northwest Oregon.

2.4 B.

Specific knowledge and skill requirements in Northwest Oregon vary across in-demand sectors but reflect common themes of credential attainment, technical proficiency, digital literacy, and work-based experience.

Behavioral Health and Healthcare

Healthcare and behavioral health occupations require the highest levels of formal education and licensure in the region. A substantial share of projected openings in this sector require postsecondary education ranging from non-degree certificates to advanced degrees. Occupations such as registered nurses, medical assistants, dental hygienists, behavioral health specialists, and personal care aides require:

- Clinical competencies and patient-care knowledge
- CPR and safety certifications
- Licensure or credentialing consistent with state regulations
- Electronic health record (EHR) system proficiency
- Knowledge of confidentiality and healthcare compliance standards
- Strong interpersonal communication and cultural competency skills

Behavioral health roles increasingly require training in crisis response, trauma-informed care, and integrated service delivery models.

Manufacturing

Although overall manufacturing employment growth is modest, replacement demand remains strong due to retirements. Many production and maintenance roles require postsecondary technical training or industry-recognized credentials. High-demand occupations include industrial machinery mechanics, machinists, machine operators, welders, and first-line supervisors.

Key skill requirements include:

- Mechanical systems knowledge
- Blueprint reading and precision measurement
- Operation and monitoring of automated production systems
- Welding and fabrication skills
- Quality control and safety compliance
- Increasing familiarity with digital controls and production software

Employers report growing need for workers who can adapt to automation, programmable systems, and data-driven production environments.

Leisure and Hospitality

Leisure and hospitality generates significant job openings due to both growth and turnover. While many entry-level roles require a high school diploma or less, advancement into supervisory and management roles benefits from postsecondary education or industry certifications.

Common skill requirements include:

- Customer service and guest engagement
- Food safety certification
- Scheduling and point-of-sale system proficiency
- Maintenance and facility operations knowledge
- Supervisory and conflict-resolution skills

Although many competencies can be developed on the job, employers note that individuals with leadership training or hospitality management coursework are more competitive for higher-wage positions.

Transportation and Maritime

Transportation and maritime-related occupations require strong safety, technical, and regulatory knowledge. Many roles require licensure or specialized certification.

Specific requirements include:

- Commercial Driver’s License (CDL) or maritime credentials
- Heavy equipment operation
- Welding and structural fabrication
- Knowledge of federal and state safety regulations
- Mechanical maintenance and repair skills
- Logistics coordination and documentation systems

Data limitations in some maritime subsectors make precise measurement challenging; however, employer engagement confirms sustained demand for skilled trades and vessel-related occupations.

Cross-Sector Trends

Across all priority sectors, employers consistently emphasize:

- Effective communication and teamwork
- Attention to detail and organizational skills
- Reliability and professional workplace behavior
- Digital literacy, including use of scheduling, inventory, medical, or production software
- Prior work experience or participation in work-based learning

As replacement demand continues to account for the majority of projected openings, employers may increasingly rely on on-the-job training, apprenticeships, and upskilling strategies to address knowledge transfer challenges associated with retirements. Workforce strategies that expand access to credentials, technical training, and work-based learning will be critical to meeting these sector-specific skill requirements.

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

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

2.5 A.

The Northwest Oregon labor force reflects a mix of rural, coastal, and small urban labor markets with varying participation rates and employment dynamics. Following the rapid job losses experienced during the COVID-19 pandemic, employment levels have largely recovered across the five-county region. However, labor force growth has moderated, consistent with statewide trends identified in the Oregon Economic and Revenue Forecast.

Unemployment rates in the region fluctuate seasonally, particularly in coastal communities where leisure, hospitality, and maritime industries contribute to cyclical employment patterns. While unemployment levels have stabilized compared to pandemic peaks, employers in several in-demand sectors continue to report hiring challenges, particularly for positions requiring licensure, technical training, or prior experience.

Geographic distance, limited public transportation, housing availability, and broadband access constraints in rural areas continue to affect labor force participation and commuting patterns across the region.

2.5 B.

Labor market projections for 2024–2034 indicate approximately 5 percent overall employment growth in Northwest Oregon. However, replacement demand accounts for the vast majority of projected openings, with an estimated 95 percent of job opportunities resulting from retirements and occupational turnover rather than net new job creation.

Sector trends indicate continued growth in Private Educational and Health Services, Professional and Business Services, Construction, Transportation and Warehousing, and Leisure and Hospitality. Manufacturing employment is projected to remain stable overall but will continue to generate replacement openings due to retirements.

Demographic trends, including an aging population and slower labor force growth, suggest that employer demand may outpace labor supply in certain occupations without targeted workforce development strategies.

2.5 C

Educational attainment requirements for projected job openings vary across sectors. A substantial share of projected openings require a high school diploma or equivalent for entry-level competitiveness, particularly in leisure and hospitality, transportation, manufacturing, and entry-level healthcare support roles.

At the same time, approximately one-fifth of projected openings require a bachelor’s degree or higher, concentrated in healthcare, education, behavioral health, and professional services occupations. A significant portion of in-demand roles require postsecondary training, industry-recognized credentials, or licensure without requiring a four-year degree.

Digital literacy, foundational academic skills, and work-readiness competencies remain critical across all sectors. Individuals lacking a high school diploma, industry-recognized credential, or prior work experience face increased barriers to employment in a labor market that increasingly rewards technical skill and credential attainment.

Priority Populations and Communities

2.6 Priority Populations and Communities (Oregon Requirement)

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

2.6 A.

Based on regional economic conditions, workforce data, and demographic analysis, Northwest Oregon Works prioritizes individuals and communities experiencing barriers to employment consistent with WIOA definitions and state guidance.

Priority populations include:

- Individuals who are low-income or receiving public assistance
- Individuals who are basic skills deficient
- Individuals with disabilities
- Justice-involved individuals
- Dislocated workers
- Youth, including out-of-school youth
- Rural residents facing geographic isolation
- Individuals impacted by housing instability or limited transportation access
- Individuals requiring behavioral health or substance use recovery support

Geographic disparities across rural and coastal communities, combined with sector-specific credential requirements, reinforce the need for targeted outreach and equitable access strategies.

2.6 B.

NOW invests strategically to expand access to education, training, and employment opportunities for priority populations. Strategies include:

- Prioritizing WIOA-funded career and training services for low-income individuals and those with barriers
- Expanding access to work-based learning, including on-the-job training and apprenticeships
- Coordinating with WorkSource Oregon partners to provide supportive services such as transportation assistance, training-related expenses, and referrals
- Strengthening co-enrollment strategies across programs to leverage resources
- Aligning sector partnerships with outreach to underserved communities
- Monitoring performance data to identify access gaps and adjust investment strategies accordingly

By aligning sector strategies, supportive services, and performance accountability measures, the local board aims to reduce disparities in service access and improve employment outcomes for populations most affected by economic and geographic barriers.

Key Definition

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

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

Section 3: Alignment and Improvement

It is expected that Section 3 responses will be based on strategic discussions with the local board, partners in the local area, and business and industry leaders. Further, it is expected that there will be strong alignment with the Economic and Workforce Analysis and Priority Populations and Communities in Section 2.

Please answer the questions in Section 3 in twelve (12) pages or less. Provide a response for all items identified. Reports and/or expanded analysis can be included as links and/or attachments.

Strategic Partnerships and Alignment

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

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

3.1

Northwest Oregon's workforce development system includes WIOA core programs, required one-stop partners, contracted service providers, education and training institutions, community-based organizations, and economic development entities serving Benton, Clatsop, Columbia, Lincoln, and Tillamook counties.

WorkSource Oregon Programs (as defined) in the local area include:

- WIOA Title I Adult and Youth services (provided by EQUUS Workforce Solutions under competitively procured contract)
- WIOA Title III Wagner-Peyser Employment Services (Oregon Employment Department)
- WIOA Title II Adult Education and Literacy providers (HECC-funded community colleges and adult education programs)
- Vocational Rehabilitation (Oregon Department of Human Services)
- Unemployment Insurance and Reemployment Services (Oregon Employment Department)

EQUUS Workforce Solutions serves as the Title I Adult and Youth service provider across the five-county region. The One-Stop Operator function is also carried out under competitively procured contract with appropriate firewall policies in place to maintain separation between oversight and service delivery.

Other Workforce Programs and Partners include:

- Community colleges (including Linn-Benton Community College and Clatsop Community College)
- K–12 Career and Technical Education (CTE) partners
- Perkins-funded programs
- SNAP Employment & Training
- TANF employment programs
- Local economic development organizations and Chambers of Commerce
- Community-based organizations such as El Centro NW and Casa Latinos Unidos
- Sector-based partners in healthcare, maritime, leisure and hospitality, transportation, and manufacturing

Northwest Oregon Works serves as the convener and strategic coordinator of this system, aligning partners through formal agreements, shared planning, and coordinated service delivery to ensure accessible, customer-centered workforce services across the region.

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

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

3.2

Based on the economic and workforce analysis in Section 2, the local board aligns WorkSource Oregon Programs and Other Workforce Programs through coordinated planning, shared performance expectations, formal partner agreements, and ongoing cross-system collaboration. Alignment strategies are informed by the labor market analysis in Section 2, which highlights strong replacement demand, growth in healthcare, professional services, construction, transportation, and leisure and hospitality, and persistent barriers to workforce participation in rural and coastal communities.

To support its strategic vision of equitable prosperity and sector-based investment, the local board aligns Title I Adult and Youth services (EQUUS), Wagner-Peyser (Oregon Employment Department), Title II Adult Education providers, Vocational Rehabilitation, SNAP E&T, TANF employment services, community colleges, and economic development partners through:

- Coordinated service delivery within WorkSource Oregon centers
- Cross-referral and co-enrollment practices
- Joint business engagement strategies
- Sector-focused training investments
- Integrated Rapid Response and reemployment services

The system emphasizes seamless customer flow so job seekers and employers experience a unified workforce system rather than disconnected programs. Firewall policies ensure appropriate separation between board oversight and contracted service delivery while maintaining alignment of strategy and outcomes.

In rural areas with transportation and broadband limitations, the system utilizes a hybrid service model that includes in-person services, virtual workshops, technology-enabled access, and community-based service locations to expand reach and reduce access barriers.

The local board also aligns workforce and education strategies by ensuring that training investments support in-demand industries and that eligible programs are included on the Eligible Training Provider List (ETPL). Collaboration with community colleges and sector partners supports industry-recognized credentials, registered apprenticeships, and career pathway development consistent with employer demand.

Performance accountability drives alignment. The board receives regular performance updates on WIOA primary indicators, reviews data with contracted providers, and uses labor market information from the Oregon Employment Department to guide investment decisions. This approach ensures that resources are targeted toward high-demand sectors, priority populations, and measurable economic impact.

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

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

strategies, enhance services, and avoid duplication of services.

3.3

NOW coordinates with secondary and postsecondary education partners to align workforce strategies, Career and Technical Education (CTE) Programs of Study, and Essential Employability Skills with regional labor market demand identified in Section 2. Coordination occurs through sector partnerships, board representation, joint planning discussions, and ongoing communication with school districts, education service districts, community colleges, apprenticeship sponsors, and adult education providers.

NOW works with regional postsecondary institutions including Portland Community College, Oregon Coast Community College, Linn-Benton Community College, and other training providers to ensure that CTE and workforce-funded training programs reflect employer-validated skill needs in healthcare, maritime, leisure and hospitality, construction, transportation, and manufacturing. Workforce investments are aligned with programs listed on the Eligible Training Provider List (ETPL) to streamline access and reduce duplication of publicly funded training.

Essential Employability Skills—including communication, teamwork, digital literacy, professionalism, problem-solving, and reliability—are reinforced across both workforce and education programming. Employer feedback collected through sector partnerships and business engagement activities informs integration of these foundational skills into training design.

NOW supports coordination across systems by sharing labor market information, participating in career pathway development efforts, and aligning work-based learning strategies such as internships, on-the-job training, and registered apprenticeships. This structured coordination helps avoid duplication of services, strengthens transitions from secondary to postsecondary education and employment, and promotes efficient use of public resources while advancing equitable access to high-demand career pathways.

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

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

3.4

WIOA Title I workforce investment activities are coordinated with adult education and literacy services funded under WIOA Title II to support integrated education, training, and career pathway development. Title II providers in the region collaborate with WorkSource Oregon centers to align literacy, English language acquisition, high school equivalency preparation, and Integrated Education and Training (IET) activities with regional in-demand industries and career pathway strategies identified in Section 2. Coordination includes structured referral processes, co-enrollment strategies, shared labor market information, and alignment of supportive services to ensure participants transition effectively from adult education into employment or postsecondary training.

Consistent with 20 CFR 679.370(n)(1), the local board participates in the review of Title II applications submitted to the Higher Education Coordinating Commission's Office of Community Colleges and Workforce Development (CCWD). The review focuses on alignment with the local workforce plan, responsiveness to documented regional employer demand, integration with career pathway strategies, and coordination with Title I services.

Recommendations are provided to the state to ensure adult education activities are consistent with local workforce priorities and support system alignment.

This coordinated structure strengthens service integration, reduces duplication, and promotes seamless access to education and employment pathways for individuals with basic skill needs, English language learners, and other priority populations.

3.5 Leverage Strategies (Oregon Requirement)

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

3.5 A.

The local board currently administers \$3,432,500 in leveraged funding that supports and complements WIOA Title I and state general fund investments. These funds expand system capacity and support priority populations and sector strategies identified in this plan.

Current leveraged funding includes:

- Youth Development Division (YDD) – \$250,000
- Future Ready Oregon (FRO) – \$1,004,000
- Workforce Benefits Navigator – \$1,000,000
- Health Workforce Training (HOW TO) – \$215,000
- Summer Youth Employment Program (SYEP) – \$61,000
- Oregon Youth Employment Program (OYEP) – \$347,000
- Additional OYEP – \$46,000
- State Apprenticeship Expansion & Equitable Investment (SAEEI) – \$113,500
- Intermediary Network Hub (IHN) – \$291,000
- Columbia Pacific (Col-Pac) – \$72,000
- Miscellaneous Other Grants – \$33,003

These funds support:

- Youth training, paid work-based learning, GED attainment, and Career Connected Learning in partnership with CTE programs and community colleges
- Expansion of pre-apprenticeship and apprenticeship pathways, including behavioral health
- Oregon's Behavioral Health CADC Apprenticeship program initiated locally in 2021
- Sector-based cohort training aligned with healthcare, behavioral health, manufacturing, maritime, and hospitality

Leveraged funds strengthen career pathway development, expand access to credentials, and increase work-based learning opportunities across the system.

3.5 B

Leveraged funding significantly increases system capacity beyond what WIOA Title I alone can support.

These resources:

- Expand training opportunities in high-demand sectors

- Increase paid work-based learning and apprenticeship participation
- Support youth engagement and re-engagement efforts
- Strengthen behavioral health workforce pipeline development
- Allow for innovation pilots and sector-based cohort models
- Increase access for priority populations, including rural residents and communities facing systemic barriers

By aligning these funds with WIOA Title I investments, the board reduces duplication, strengthens return on investment, and improves service continuity across youth and adult populations. Leveraged funding enables long-term sector strategy work rather than short-term programmatic responses.

3.5 C.

The local board employs a structured and proactive strategy to secure additional resources:

1. Competitive Grant Development

- Maintains a professional services agreement with a grant writer who monitors federal, state, and foundation opportunities
- Staff routinely monitor funding portals and agency announcements
- Actively pursues grants aligned with sector strategies and priority populations

2. State and Legislative Engagement

- Engages legislators to advance region-specific investments (e.g., maritime workforce training)
- Participates in statewide advocacy through Oregon Workforce Partnership (OWP)
- Collaborates on multi-board grant applications (e.g., Coastal Hospitality Planning Grant)

3. Multi-Board and Regional Collaboration

- Partners with other Local Workforce Boards on planning and implementation grants
- Pursues scalable models that can attract implementation-level funding

4. Employer and Industry Partnerships

- Develops sector-based initiatives that attract employer co-investment
- Expands apprenticeship and industry-driven training programs

5. Data-Driven Investment Strategy

- Uses labor market data and performance outcomes to demonstrate ROI
- Aligns funding proposals with documented employer demand and replacement needs

This diversified funding strategy strengthens sustainability, supports innovation, and ensures the workforce system remains responsive to evolving labor market conditions.

3.6 Next Generation Sector Strategies (Oregon Requirement)

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

3.6 A.

Active next generation sector partnerships are aligned with the board's identified priority sectors: Healthcare

and Behavioral Health, Leisure and Hospitality, Maritime, and Manufacturing.

Healthcare and Behavioral Health

This partnership focuses on addressing workforce shortages, increasing credential attainment, and expanding career pathways in healthcare and behavioral health. The rationale is driven by projected growth in health care and social assistance, significant replacement needs due to retirements, and persistent hiring challenges across clinical and support occupations.

Recent outcomes include:

- Launch and expansion of Oregon's Behavioral Health CADC Apprenticeship
- Development of healthcare career pathways in partnership with community colleges
- Increased engagement of bilingual and bicultural participants in behavioral health training
- Alignment of training programs with employer demand and apprenticeship models

This partnership aligns with statewide healthcare workforce initiatives and industry consortia efforts focused on behavioral health expansion and workforce diversification.

Leisure and Hospitality

Given the sector's size, seasonal fluctuations, and high replacement demand, this partnership focuses on strengthening supervisory pipelines, improving retention, and expanding career advancement opportunities.

Recent outcomes include:

- Paid work-based learning and youth employment placements
- Employer-informed training cohorts
- Collaboration with coastal and regional hospitality consortia

This work aligns with broader hospitality planning initiatives and multi-board coastal collaborations.

Maritime

The maritime partnership addresses specialized skill requirements in welding, vessel operations, and marine trades, as well as safety and regulatory compliance.

Recent outcomes include:

- Maritime welding training pathways
- Apprenticeship development and industry-aligned curriculum
- Employer-driven program design

The partnership aligns with regional maritime employers and statewide maritime workforce investments.

Manufacturing

The manufacturing partnership responds to strong replacement demand and the need for technical skill development in production, maintenance, and automation.

Recent outcomes include:

- Collaboration with employers to support machinist and industrial maintenance pathways
- Alignment with CTE and community college technical programs
- Integration of industry-recognized credentials into training design

This partnership coordinates with industry associations and regional manufacturing consortia where appropriate.

3.6 B

During the timeframe of this local plan, efforts will focus on strengthening and formalizing next generation sector partnership structures in the following areas:

Behavioral Health Expansion

Building on the existing apprenticeship model, the strategy includes formalizing employer convenings to address supervision pipelines, credential barriers, and workforce retention challenges. This effort aligns with statewide behavioral health workforce expansion initiatives.

Coastal Hospitality Collaboration

In coordination with neighboring workforce boards, efforts will continue to expand a coastal hospitality partnership model that addresses workforce seasonality, housing barriers, and supervisory skill gaps. This aligns with regional tourism and economic development consortia.

Emerging Construction and Skilled Trades

Based on projected growth in construction and infrastructure investment, the board will explore convening a formal skilled trades sector partnership to align apprenticeship, pre-apprenticeship, and CTE pathways with employer demand.

Each new partnership will follow the state's next generation sector framework: employer-led, data-informed, and aligned with economic development partners.

3.6 C.

For targeted sectors where a formal next generation partnership structure is not currently in place, the board utilizes the following strategies:

- Employer roundtables and direct engagement through Business Services
- Labor market data review and targeted training investments
- Coordination with education and apprenticeship sponsors
- Work-based learning expansion
- Integration of sector priorities into procurement and contract performance expectations

These strategies ensure that even in the absence of a formal sector table structure, workforce investments remain employer-driven, aligned with regional demand, and responsive to replacement needs and emerging trends.

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

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

3.7

The local workforce system utilizes a coordinated employer engagement strategy designed to support businesses of all sizes, including small employers and those in identified in-demand sectors such as healthcare and behavioral health, manufacturing, maritime, leisure and hospitality, and construction.

Employer Engagement Strategies

Sector-Based Engagement

Employers participate in industry-focused convenings, apprenticeship development, and sector partnerships that inform training design, credential alignment, and workforce investment priorities. These employer-led efforts ensure that programs reflect real-time industry demand and skill requirements.

Business Services Coordination

Through the WorkSource Oregon system, coordinated Business Services teams provide a single point of contact for employers. Services include:

- Talent recruitment and candidate screening

- Labor market information and wage data
- Assistance with job postings and hiring events
- Rapid Response and layoff aversion support
- Support in accessing Work Opportunity Tax Credits and other incentives

Work-Based Learning and Apprenticeship Expansion

The system promotes on-the-job training (OJT), registered apprenticeship, pre-apprenticeship, internships, and customized training to reduce employer hiring risk while strengthening workforce pipelines. Behavioral health apprenticeship expansion and maritime welding pathways are examples of employer-driven models currently in use.

Small Employer Engagement

Recognizing that small businesses comprise a significant share of the regional economy, outreach efforts include direct engagement through chambers of commerce, economic development organizations, and industry associations. Small employers are supported through simplified OJT agreements, access to shared recruitment events, and technical assistance navigating workforce programs.

Data-Informed Outreach

Employer engagement priorities are guided by labor market data, vacancy trends, and projected replacement needs. Regular consultation with regional economists and review of occupational prioritization data ensures alignment between employer demand and workforce investments.

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

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

3.8

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

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

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

Work-Based Learning Opportunities: NOW promotes and facilitates work-based learning opportunities, including apprenticeships, internships, and on-the-job training. These initiatives allow businesses to actively participate in

the skill development of the local workforce, ensuring that individuals gain practical experience aligned with industry requirements.

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

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

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

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

3.9 20 CFR 679.560(b)(3)(iii) and (b)(4): Coordination with Economic Development
Describe the strategies and services that will be used in the local area to better coordinate workforce development programs and economic development including the promotion of entrepreneurial skills training and microenterprise services.

3.9
Workforce development and economic development strategies are intentionally aligned to support business growth, industry competitiveness, and regional economic resilience.

Strategic Alignment

Integrated Planning and Information Sharing
Workforce leadership regularly coordinates with regional economic development organizations, ports, chambers of commerce, small business development centers (SBDCs), and local government entities to align labor market priorities, industry recruitment efforts, and business retention strategies. Labor market data, industry projections, and workforce pipeline capacity are shared to inform regional economic strategies.

Business Retention and Expansion Support
Workforce services are integrated into business retention and expansion efforts. When economic development partners engage employers considering expansion, relocation, or restructuring, workforce representatives provide talent pipeline data, training resources, apprenticeship options, and Rapid Response services when needed.

Sector Strategy Alignment

Priority sectors identified in Section 2—including healthcare, manufacturing, maritime, and leisure and hospitality—are supported through coordinated workforce and economic development strategies. Sector partnerships inform both talent development investments and broader industry competitiveness initiatives, including infrastructure, supply chain, and innovation strategies.

Entrepreneurial and Microenterprise Support

Entrepreneurial Skills Training

The workforce system promotes entrepreneurial skill development through partnerships with Small Business Development Centers (SBDCs), community colleges, economic development districts, and nonprofit business support organizations. Services include business planning support, financial literacy training, and guidance on licensing and regulatory compliance.

Microenterprise and Small Business Services

Small employers and emerging entrepreneurs are connected to:

- Business development counseling
- Access to capital resources
- Technical assistance and mentorship
- Talent recruitment support

Workforce programs also support self-employment exploration when appropriate, particularly for individuals facing barriers to traditional employment.

Coordinated Outcomes

By aligning workforce investments with economic development priorities, the system:

- Supports industry growth and diversification
- Strengthens local talent pipelines
- Improves business retention and expansion outcomes
- Promotes inclusive economic participation, including support for small businesses and underrepresented entrepreneurs

This coordinated approach ensures workforce development is not operating in parallel to economic development—but as a fully integrated driver of regional economic vitality.

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

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

3.10

Strategies focus on integration of reemployment services, data coordination, and early engagement of claimants to reduce duration of unemployment and improve employment outcomes.

Integrated Reemployment Services

WorkSource Oregon centers coordinate closely with the Oregon Employment Department (OED) to ensure unemployment insurance (UI) claimants are connected early to reemployment services. This includes:

- Reemployment Services and Eligibility Assessment (RESEA) coordination
- Referral to WIOA Title I career and training services
- Enrollment into workshops, job search assistance, and skill development activities
- Rapid Response engagement when layoffs occur

Claimants identified as likely to exhaust benefits or at risk of long-term unemployment are prioritized for early intervention.

Cross-Program Coordination

Staff across UI and WorkSource Oregon programs participate in cross-training to ensure:

- Accurate referrals between UI and workforce programs
- Clear communication regarding eligibility, work search requirements, and training options
- Consistent messaging to claimants about available services

WorkSource staff assist claimants in meeting UI work search requirements through documented engagement in job search workshops, career counseling, and approved training activities.

Data Sharing and System Alignment

The local system leverages shared data systems and coordinated case management practices to:

- Track claimant participation in workforce services
- Identify individuals who may benefit from co-enrollment
- Reduce duplication of services
- Monitor reemployment outcomes

Labor market information provided by OED economists informs both UI reemployment efforts and broader workforce investments.

Targeted Outreach and Access

UI claimants receive proactive outreach regarding:

- Training opportunities aligned with in-demand industries
- Supportive services available through workforce programs
- Apprenticeships, work-based learning, and short-term credential programs

Virtual access, rural outreach strategies, and coordinated messaging ensure claimants across the five-county area can engage regardless of geographic barriers.

Continuous Improvement

UI performance metrics and claimant outcomes are reviewed alongside workforce data to identify gaps and strengthen system alignment. The goal is not just faster reemployment, but better reemployment—supporting transition into sustainable wage careers aligned with regional demand.

Continuous Improvement

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

3.11

The local board works in partnership with WorkSource Oregon entities, required one-stop partners, and community-based organizations to expand equitable access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment as defined under WIOA.

Integrated Service Delivery

Access is expanded through coordinated intake, referral, and co-enrollment strategies across Title I, Wagner-Peyser (Title III), Vocational Rehabilitation (Title IV), Adult Education (Title II), TANF, SNAP E&T, and other partner programs. Shared service planning reduces duplication and ensures participants receive the appropriate mix of career services, training, and supportive services.

Targeted Outreach and Community Partnerships

Outreach efforts prioritize populations facing barriers, including individuals with disabilities, English language learners, low-income individuals, rural residents, justice-involved individuals, youth aging out of foster care, and individuals lacking a high school diploma or equivalent. Partnerships with culturally specific organizations and trusted community partners support engagement of historically underserved populations.

Barrier Mitigation Through Supportive Services

WorkSource Oregon partners coordinate supportive services—including transportation assistance, childcare support, work-related supplies, and referrals to housing or behavioral health services—to reduce barriers that prevent participation in training and employment. Supportive services are aligned across funding streams to maximize impact.

Customized Career Pathways and Training Access

Eligible individuals are connected to career pathways aligned with in-demand industries identified in Section 2. This includes access to:

- Work-based learning and apprenticeships
- Short-term credential programs
- Integrated Education and Training (IET) models
- Pre-apprenticeship and sector-based training

Participants receive individualized career planning and case management to support credential attainment and employment placement.

Continuous Improvement and Equity Focus

Performance data, participant feedback, and equity impact measures are reviewed to identify service gaps and improve access. The local board incorporates an equity lens into procurement, partner coordination, and service design to ensure workforce investments reduce disparities and expand economic opportunity.

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

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

3.12

The local board works with WorkSource Oregon partners, community colleges, adult education providers, and industry representatives to develop and implement career pathways aligned with in-demand industries identified in Section 2.

Career pathways are structured to integrate basic skills, workforce preparation, training, and work-based learning, allowing individuals to enter, advance, and earn industry-recognized credentials. Pathways include short-term certificates, registered apprenticeships, pre-apprenticeships, and stackable credentials that support wage progression.

Employers are engaged in pathway design to ensure alignment with occupational skill requirements and hiring needs. WorkSource Oregon entities support coordinated intake, co-enrollment, case management, and supportive services to help participants successfully navigate pathway steps.

This coordinated approach ensures career pathways are industry-driven, accessible to individuals with barriers to employment, and aligned with regional economic priorities.

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

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

3.13

The local board works with WorkSource Oregon partners to promote co-enrollment across WIOA core programs and required one-stop partner programs to maximize service impact and participant outcomes.

Co-enrollment strategies include coordinated intake and assessment, shared eligibility determination where allowable, joint case management, cross-program staff training, and clear referral protocols. Staff are trained to identify individuals who may benefit from concurrent enrollment in programs such as WIOA Title I, Wagner-Peyser, Adult Education (Title II), Vocational Rehabilitation, TANF, SNAP E&T, and other partner programs.

Data sharing agreements and case conferencing support integrated service planning and reduce duplication of effort. Supportive services and training resources are aligned across programs to ensure participants receive comprehensive and timely assistance.

This coordinated approach strengthens service integration, improves performance outcomes, and enhances the customer experience within the WorkSource Oregon system.

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

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

3.14

The local board works with WorkSource Oregon partners to expand access to training and education that leads to recognized postsecondary credentials, including industry-recognized certificates and certifications that are portable and stackable.

Strategies include aligning WIOA-funded training with programs on the Eligible Training Provider List (ETPL), coordinating with community colleges and registered apprenticeship programs, and prioritizing credentials connected to in-demand industries identified in Section 2. Staff promote career pathway models that allow participants to earn short-term credentials that build toward higher-level degrees or advanced certifications.

Co-enrollment, integrated education and training (IET), work-based learning, and supportive services are leveraged to reduce barriers to credential attainment. Employer engagement ensures credentials reflect industry standards and labor market demand.

These coordinated efforts strengthen access to high-quality training and increase attainment of market-valued credentials that support long-term employment and wage progression.

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

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

3.15

The local board ensures continuous improvement of eligible providers through performance monitoring, employer feedback, and alignment with regional labor market demand.

Eligible Training Providers (ETPL) are reviewed using state performance data, credential attainment rates, measurable skill gains, employment outcomes, and wage progression. Providers serving priority sectors identified in Section 2 receive focused review to ensure training aligns with current employer needs.

Employer engagement strategies—including sector partnerships and business outreach—inform curriculum relevance and emerging skill requirements. Feedback from participants and frontline staff is also used to identify service gaps and improvement opportunities.

When performance issues are identified, the board works with providers to implement corrective action, technical assistance, or program adjustments consistent with state policy. Professional development and peer learning opportunities are encouraged to strengthen instructional quality and program design.

These practices ensure training investments remain responsive, accountable, and aligned with the employment needs of businesses, workers, and job seekers.

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

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

3.16

Recent innovations have focused on improving case management, expanding access, and reducing fragmentation across WorkSource Oregon (WSO) services.

A key strategy is the Workforce Benefits Navigator model, which strengthens case management by helping participants understand, access, and retain public benefits while pursuing employment and training. This approach supports economic stability and reduces service duplication across programs.

Culturally responsive service delivery has also been expanded through partnerships with community-based organizations and bilingual/bicultural staff. These efforts improve engagement, trust, and service utilization among priority populations.

Technology enhancements have increased accessibility, including expanded virtual appointments, remote workshops, and digital document exchange. These tools improve service continuity for rural customers and individuals with transportation barriers.

Improved internal coordination practices—such as shared intake processes, stronger referral protocols, and cross-program case conferencing—have streamlined participant navigation and supported co-enrollment where appropriate.

Together, these innovations strengthen case management, increase equitable access, and improve the efficiency and responsiveness of services delivered through WSO centers.

Key Definitions

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

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

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

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

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

Operational Portion

Section 4: Services and Activities

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

Available Workforce Development Activities

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

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

4.1 A

Adult workforce development activities are delivered through the competitively procured WIOA Title I provider (EQUUS), in coordination with community colleges, employers, and partner programs.

Core services include:

- Career services (basic and individualized)
- Labor market information
- Job search assistance and workshops
- Supportive services
- Occupational Skills Training (OST)
- On-the-Job Training (OJT)
- Work-based learning
- National Career Readiness Certificate (NCRC)

Training investments prioritize in-demand sectors identified in Section 2, including healthcare, manufacturing, maritime, and hospitality.

A significant share of projected job openings are replacement openings. Many require a high school diploma or postsecondary credential. Activities therefore include GED attainment, short-term credential programs, and stackable training aligned with employer demand.

Participants with barriers to employment—including low-income individuals, English language learners, rural residents, and individuals with disabilities—receive targeted outreach, co-enrollment where appropriate, and supportive services to reduce barriers to training completion.

4.1 B

Strengths

- Strong alignment with high-demand sectors.
- Effective healthcare partnerships with community colleges.
- Growth in short-term manufacturing and welding training.
- Sector-specific program development responsive to employer input.
- Integrated career and training services through a single provider model.

Weaknesses / Gaps

- Clinical hour requirements in healthcare create financial strain for participants.
- Limited incumbent worker training capacity in some sectors.
- Persistent unfilled vacancies despite available training.
- Rural access challenges (transportation, broadband).

Ongoing efforts focus on strengthening supportive services, expanding employer engagement, and improving placement outcomes.

4.1 C

The local area has sufficient baseline capacity to deliver adult workforce services, with:

- A competitively procured Title I provider covering the full region.
- Strong partnerships with five community colleges.
- Established sector relationships in priority industries.
- Work-based learning and OJT infrastructure.

Capacity constraints include:

- Clinical placement limitations in healthcare.
- Instructor and lab capacity in technical programs.
- Support service funding relative to participant need.

Strategic leveraging of partner funds and grant resources is used to expand training and supportive service capacity.

4.1 D

Promising practices include:

- Sector-driven training design aligned with employer input.
- Healthcare cohort models linked to credential attainment.
- Maritime and welding training programs tied directly to employer demand.
- Paid work-based learning and OJT placements.
- Coordinated service delivery between Title I and partner programs.

Youth services are delivered by EQUUS ensuring access to all 14 required WIOA youth elements, including paid work experience, financial literacy, entrepreneurial skills training, tutoring, postsecondary transition support, and follow-up services.

These models emphasize employer alignment, credential attainment, and structured pathways to employment.

- | |
|--|
| <ul style="list-style-type: none">A. Provide an analysis of workforce development activities for youth in the local area including education and training and including individuals with barriers to employment;B. Describe specific strengths and weaknesses of these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;C. Describe the capacity to provide these youth workforce development activities in the local area to address the education and skill needs of the workforce and the employment needs of employers;D. Identify successful models and best practices in the local area for youth workforce development activities. |
|--|

4.2 A

Youth workforce activities are delivered through competitively procured WIOA Title I provider (EQUUS) in coordination with WorkSource Oregon centers, school districts, community colleges, and community-based organizations. Services include all 14 WIOA-required youth elements, including tutoring, dropout prevention, paid and unpaid work experience, occupational skills training, leadership development, supportive services, financial literacy, mentoring, and postsecondary transition support.

The five-county region includes rural and coastal communities where transportation, broadband access, housing instability, and poverty create barriers to participation. Youth services are structured to address these realities through flexible service delivery, paid work experience, supportive services, and strong referral relationships with DHS, Vocational Rehabilitation, school districts, and community organizations. While programs do not exclude youth with disabilities, coordination with Vocational Rehabilitation ensures access to accommodations and specialized supports when needed.

Promising models include the Youth Reengagement Program, Lincoln County's Step Up initiative, Youth Era's mobile drop-site model serving rural communities, and internship partnerships such as The Works and the Oregon Manufacturing Innovation Center. These models emphasize hands-on learning, re-engagement of disconnected youth, and direct exposure to in-demand industries.

Overall, youth workforce activities are aligned with regional labor market demand and prioritize re-engagement, credential attainment, work-based learning, and barrier reduction to support successful transition into employment or postsecondary education.

4.2 B

Youth workforce development activities demonstrate several strengths in addressing education, skill development, and employer needs.

Strengths:

Youth services offer comprehensive access to all 14 WIOA-required elements, including tutoring, dropout prevention, paid and unpaid work experience, occupational skills training, leadership development, financial literacy, and postsecondary transition support. This holistic model supports both academic attainment and workforce readiness.

Strong partnerships with school districts, community colleges, referral agencies, and employers enhance service coordination and expand work-based learning opportunities. Programs such as Youth Reengagement, Lincoln

County's Step Up initiative, Youth Era's mobile outreach model, and regional internship partnerships provide practical skill development aligned with in-demand industries.

Paid work experiences and supportive services help reduce barriers for rural and low-income youth, improving engagement and retention. Employer partnerships strengthen alignment between training activities and real-world workforce expectations.

Weaknesses and Challenges:

Youth engagement at WorkSource Oregon centers remains limited, as traditional workforce centers are not always natural access points for young people. Outreach strategies must continue evolving to meet youth where they are.

Rural geography presents persistent barriers, including transportation limitations and inconsistent access to broadband. While mobile and community-based models mitigate these challenges, service reach remains uneven across the region.

Although coordination with Vocational Rehabilitation exists, there is opportunity to strengthen targeted outreach and specialized programming for youth with disabilities and other high-barrier populations.

Finally, while work-based learning opportunities are expanding, stronger alignment between training completion and placement into high-demand occupations remains an area for continued improvement.

4.2 C

Capacity to deliver youth workforce development services is anchored through contracted WIOA youth providers operating in coordination with WorkSource Oregon centers, school districts, community colleges, employers, and referral partners. The system offers access to all 14 WIOA youth elements, including tutoring, dropout prevention, paid and unpaid work experience, occupational skills training, leadership development, financial literacy, and postsecondary transition services.

Strengths in capacity include:

- Established referral networks with schools, DHS, Vocational Rehabilitation, and community-based organizations.
- Active employer partnerships that support paid work experiences and internships aligned with in-demand sectors.
- Integration of supportive services to reduce barriers such as transportation, work tools, testing fees, and education-related expenses.
- Regional collaboration with community colleges to support credential attainment and career pathway alignment.

Capacity challenges include rural service delivery constraints, transportation limitations, and broadband gaps that affect consistent engagement. While innovative outreach strategies mitigate these barriers, service intensity and reach can vary across counties. Continued focus on strengthening employer alignment and placement outcomes will further improve system effectiveness.

Overall, the region maintains functional and collaborative capacity to address youth education and workforce needs, with ongoing refinement to improve access, scale, and employer alignment.

4.2 D

Several models demonstrate effective youth workforce development strategies:

Youth Reengagement Programs

Student Success Coach models in multiple counties successfully reconnect youth to high school completion or GED attainment. These programs combine academic support, case management, and incentives to improve persistence and transition to postsecondary education or training.

Paid Internship and Work-Based Learning Models

Paid internships through regional initiatives and cooperative work experiences in community college CTE programs provide youth with Essential Employability Skills and direct exposure to local industries. Priority is placed on expanding opportunities for underrepresented youth and those facing barriers to employment.

Mobile and Rural Outreach Models

Mobile drop-site models utilize outfitted vehicles equipped with technology and connectivity tools to reach rural youth. These units provide access to case management, skills assessments, GED enrollment, postsecondary planning, and referrals to community resources. This approach addresses geographic isolation and digital access barriers.

Integrated Career Pathway Alignment

Alignment between youth services, CTE programs of study, and community college credentials supports structured transitions from secondary education into employment or postsecondary training, particularly in healthcare, manufacturing, maritime, and hospitality sectors.

These models demonstrate effective collaboration, barrier reduction strategies, employer engagement, and adaptability to rural service environments.

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

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

4.3

Adult and Dislocated Worker services are delivered through contracted WIOA Title I providers operating in coordination with WorkSource Oregon centers and regional partners. Services include career assessment, labor market information, job search assistance, individualized career planning, supportive services, and access to training through Individual Training Accounts (ITAs), work-based learning, on-the-job training (OJT), incumbent worker training, and apprenticeships.

Training investments are concentrated in in-demand sectors identified in Section 2, including healthcare, manufacturing, maritime, and hospitality. Strong partnerships with community colleges support access to industry-recognized credentials and entry into career pathways. Healthcare and maritime training programs

demonstrate effective employer alignment and credential attainment outcomes, while manufacturing training has expanded but continues to face capacity limitations, particularly for incumbent worker upskilling.

Dislocated worker services emphasize rapid reemployment, skills upgrading, and transition support. Coordination with the Oregon Employment Department strengthens alignment between unemployment insurance claimants and reemployment services. Supportive services address barriers such as transportation, tools, testing fees, and short-term financial needs.

Challenges include balancing training intensity with participants' financial stability (particularly in healthcare clinical components), rural access barriers, and persistent unfilled job openings in certain sectors despite training investments. Overall, the region maintains a responsive and employer-aligned system with continued focus on capacity building, rural access, and improved placement outcomes.

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

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

4.4 A

Training services for adults and dislocated workers are primarily delivered through Individual Training Accounts (ITAs) consistent with 20 CFR 682. ITAs are issued following comprehensive assessment, development of an Individual Employment Plan, and documentation that training is necessary for the participant to obtain or retain employment in an in-demand occupation identified in Section 2. Training providers must be listed on Oregon's Eligible Training Provider List (ETPL), and participants must demonstrate the ability to successfully complete the program. ITA amounts are established through local policy and contract negotiation and may be adjusted during the program year based on funding levels and demand.

In limited circumstances, contracts for training services may be used when allowed under 20 CFR 682 (e.g., cohort training, on-the-job training, incumbent worker training, customized training, or where a contract is more cost-effective). When contracts are used, they are coordinated with ITAs to avoid duplication and ensure equitable access. Participants may still access training through ITAs when appropriate, and contract-based training is aligned with the same in-demand sector priorities and performance expectations.

4.4 B

Informed customer choice is ensured through comprehensive career services, including labor market information, wage data, performance outcomes from ETPL providers, and individualized career planning. Staff provide participants with information on program cost, credential attainment rates, employment outcomes, and alignment with regional high-demand occupations to support informed decision-making.

Participants are not directed to a single provider but are supported in evaluating options based on career goals, financial need, training length, and employment potential. Coordination with community colleges, apprenticeship programs, economic development partners, and supportive service agencies ensures participants understand available pathways and associated supports. Ongoing monitoring of training performance and alignment with regional industry demand ensures that customer choice is both informed and connected to real employment opportunity.

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

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

4.5

The local board coordinates workforce investment activities with statewide Rapid Response efforts consistent with Oregon’s Rapid Response policy and infrastructure requirements. A designated Dislocated Worker (DW) Liaison serves as the primary point of contact with the state Rapid Response unit and is responsible for ensuring timely communication, employer engagement, and alignment with state protocols.

Upon notification of a layoff or closure, the local Rapid Response Coordinator works in partnership with the Oregon Employment Department, state Rapid Response staff, and other core partners to deliver services that may include worker information sessions, on-site or virtual reemployment assistance, Unemployment Insurance coordination, and referral to WIOA Title I Dislocated Worker services. When appropriate, layoff aversion strategies are explored in collaboration with economic development entities and business services teams.

Rapid Response activities are integrated into the broader WorkSource Oregon system to ensure affected workers have streamlined access to career services, training, supportive services, and co-enrollment opportunities. Ongoing communication with state partners, data tracking, and after-action review processes support continuous improvement and alignment between local and statewide Rapid Response efforts.

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

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

4.6

The local board coordinates WIOA Title I workforce investment activities with transportation and supportive services to reduce barriers that prevent participation in training and employment. Through its contracted Title I service provider and in collaboration with Title III staff in WorkSource Oregon centers, participants are assessed

for supportive service needs at enrollment and throughout case management. Supportive services are provided in accordance with local policy and may include transportation assistance (such as gas cards or bus passes), childcare assistance, work-related clothing and tools, housing or utility assistance, and technology support when necessary for participation in virtual services.

Given the rural nature of the five-county region, access barriers are addressed through a combination of in-person and virtual service delivery models. When appropriate, participants may be provided with temporary access to technology or connectivity solutions to ensure engagement in training, job search, or required program activities. The board also coordinates with community-based organizations, housing providers, tribal partners, and public assistance programs to leverage non-WIOA resources when certain needs are not allowable under WIOA regulations.

This coordinated approach ensures supportive services are aligned with employment and training goals, reduce attrition, and increase successful completion of career pathway activities leading to employment.

WorkSource Oregon

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

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

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

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

4.7

Worksource Corvallis Comprehensive One Stop

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

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

WorkSource Seaside (Affiliate)

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

WorkSource Tillamook (Affiliate)

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

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

WorkSource St. Helens (Affiliate)

Partners Currently Co-Located: DHS, OED, Job Corps

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

Worksource Newport (Affiliate)

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

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

Worksource Lincoln City (Affiliate)

Co-Located Partners: OED

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

4.8 One-Stop Operator Procurement (Oregon Requirement)

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

4.8 A.

EQUUS Workforce Solutions

4.8 B.

The OSO was competitively procured in accordance with federal regulations, including 20 CFR 678.605, and Oregon’s One-Stop Operator Procurement Policy, including Attachment A – Process for Local Workforce Development Boards as One-Stop Operator. Firewall policies and monitoring protocols are in place to ensure functional separation between OSO responsibilities and the provision of direct WIOA Title I services. Future procurements will be conducted through a formal Request for Proposals (RFP) process at least once every four years, or sooner if determined necessary by the board. The process includes public notice, conflict-of-interest disclosures, evaluation by an impartial review team, board approval, and full documentation consistent with federal and state procurement requirements. Contracts include defined performance expectations and annual review provisions tied to compliance and outcomes.

In addition to formal procurement requirements, the board maintains ongoing oversight of OSO performance through monthly meetings with the One-Stop Operator and Local Leadership Teams (LLTs), annual monitoring, and review of interim performance and operational reports. The board also participates in a statewide One-Stop Operator Continuous Improvement group to strengthen service delivery and system integration across centers.

4.9 One-Stop Center Certification (Oregon Requirement)

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

[Attachment B - One-Stop Center Certification Minimum Requirements](#), [Attachment C - Certification Documentation Requirements](#), and [Attachment D - References](#).

4.9

All Comprehensive and Affiliate WorkSource Oregon centers are certified every three years in accordance with Oregon's One-Stop Certification Policy, including the Requirements Matrix (Attachment A), Minimum Requirements (Attachment B), Certification Documentation Requirements (Attachment C), and related references (Attachment D).

Certification includes an on-site evaluation of each center to assess compliance with federal and state requirements, effectiveness of service delivery, physical and programmatic accessibility (including ADA standards), integration of required partners, and continuous improvement of the one-stop delivery system. The evaluation process incorporates documentation review, staff interviews, accessibility assessments, and review of operational practices.

Certification activities are conducted by the One-Stop Operator, with oversight by the local board to ensure compliance with state policy and federal regulations. All centers were most recently certified in June 2025. Ongoing monitoring and corrective action procedures are used between certification cycles to support continuous improvement and system alignment.

4.10 WorkSource Oregon Operational Standards (Oregon Requirement)

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

4.10 A.

☒ Yes

☐ No

4.10 B.

[Click here to enter text.](#)

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

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

4.11

The local board maximizes coordination and avoids duplication of Wagner-Peyser Act (Title III) services and other WorkSource Oregon services through defined roles, integrated service delivery, and ongoing system oversight.

Roles and responsibilities of Title I (WIOA), Title III (Wagner-Peyser), and other required partners are formally outlined in the Memorandum of Understanding and operationalized through Local Leadership Team (LLT) coordination. Wagner-Peyser staff lead universal labor exchange services, including job matching, labor market information, employer job listings, and reemployment services for unemployment insurance claimants. WIOA Title I staff provide individualized career services, training services, and supportive services for eligible participants. This functional alignment reduces duplication and ensures complementary service delivery.

Service coordination strategies include:

- Integrated front-end service delivery within centers
- Cross-training of Title I and Title III staff
- Shared labor market information and employer intelligence
- Joint business engagement strategies
- Coordinated referral processes and co-enrollment practices

Service mapping is conducted through LLT and One-Stop Operator oversight to identify overlaps, clarify workflows, and strengthen handoffs between programs. Performance data, monitoring results, and customer feedback are reviewed regularly to support continuous improvement.

Through structured coordination, shared performance accountability, and defined service roles, the local board ensures efficient service delivery, eliminates redundancy, and strengthens outcomes for job seekers and employers.

Physical and Programmatic Accessibility

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

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

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

- C. Considering the response in A. and B., describe how entities with WorkSource Oregon (as defined) provide staff training and support for addressing the needs of individuals with disabilities.

4.12 A.

Entities within WorkSource Oregon (WSO), including the One-Stop Operator (OSO) and required partners, comply with 29 CFR Part 38 and the Americans with Disabilities Act (ADA) to ensure physical accessibility of facilities, programs, technology, and materials.

All comprehensive and affiliate centers meet ADA architectural standards for accessible entrances, restrooms, parking, service counters, meeting rooms, and signage. Accessibility is evaluated during the One-Stop certification process and monitored through OSO oversight and local board monitoring.

Assistive technology is available within centers, including screen readers, magnification software, adaptive keyboards, and alternative input devices as needed. Printed materials are available in alternative formats upon request, and reasonable accommodations are provided at no cost to participants.

Facility accessibility is reviewed periodically to ensure ongoing compliance and to address identified barriers promptly.

4.12 B.

Programmatic accessibility is ensured through policies and procedures aligned with 29 CFR Part 38 and ADA requirements. Services are delivered in a manner that provides equal opportunity and meaningful access for individuals with disabilities.

Entities provide:

- Reasonable accommodations and modifications to policies and procedures
- Auxiliary aids and services, including interpreter services and language access
- Accessible digital platforms and virtual service options
- Alternative service delivery methods when needed

The Equal Opportunity Officer oversees nondiscrimination compliance, complaint procedures, and monitoring activities. Nondiscrimination notices are publicly posted and included in outreach materials in accordance with federal requirements.

Programs are reviewed to ensure eligibility criteria, assessment processes, and service delivery models do not create unnecessary barriers.

4.12 C.

WSO entities provide regular staff training on equal opportunity requirements, disability awareness, reasonable accommodation procedures, and nondiscrimination obligations under 29 CFR Part 38 and the ADA.

Training includes:

- Initial onboarding and periodic refresher training
- Guidance on identifying accommodation needs
- Instruction on use of assistive technology
- Referral pathways to Vocational Rehabilitation and other disability-focused partners

Supervisory staff and the Equal Opportunity Officer provide ongoing technical assistance to ensure consistent implementation of accessibility standards. Compliance is reinforced through monitoring, corrective action processes, and continuous improvement practices.

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

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

4.13

Access to WorkSource Oregon (WSO) services is expanded through coordinated use of technology, outreach, and alternative service locations to ensure equitable access across rural and remote communities.

Staff provide outreach services in nontraditional locations such as libraries, community centers, and partner sites to extend service delivery beyond physical WSO centers. Transportation assistance is available to reduce access barriers when in-person visits are required.

Virtual service delivery is supported through My WorkSource, online workshops, virtual appointments, and remote case management. Participants may access digital training resources including LinkedIn Learning and Metrix Learning platforms.

To address broadband and technology gaps in rural areas, laptops and mobile hotspots are loaned to eligible participants to support job search, training participation, and program enrollment. Staff utilize mobile technology to assist with on-site registrations and service navigation in communities without a permanent WSO presence.

Local Leadership Teams coordinate communication across partners to maintain consistent service delivery. An emergency operations plan ensures continuity of services during temporary center closures through rapid transition to remote platforms.

These combined strategies ensure consistent, accessible workforce services regardless of geography or infrastructure limitations.

Section 5: Compliance

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

Local Board

5.1 20 CFR 679.320: Local Board Membership (TEGL 27-14, cited in Policy, is no longer active)

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

5.2 20 CFR 679.320: Local Board Membership Policy (TEGL 27-14, cited in Policy, is no longer active)

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

5.3 ~~20 CFR 679.310(a): Local Board Certification~~ – REMOVED, NOT REQUIRED

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

5.4 Equal Opportunity Officer (Oregon Requirement)

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

5.4

Katrina Sturgeon, Northwest Oregon Works, katrina@nworegonworks.org, 541-921-4420

5.5 Local Board Documents (Oregon Requirement)

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

- Statement of Concurrence
- Partner Statement of Agreement
- Assurances

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

Required Elements

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

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

5.6

Northwest Oregon Works has been designated by the Local Chief Elected Officials representing Benton, Clatsop, Columbia, Lincoln, and Tillamook Counties as the fiscal and administrative entity responsible for the receipt and disbursement of WIOA Title I grant funds in accordance with 20 CFR 679.420. As the designated entity, Northwest Oregon Works is responsible for financial management, grant oversight, fiscal compliance, and distribution of funds to contracted service providers consistent with federal, state, and local requirements.

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

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

5.7 A.

NOW maintains its role as a neutral broker of WIOA Title I Adult, Dislocated Worker, Youth, and One-Stop Operator services by competitively procuring all service provider and OSO contracts in accordance with WIOA Section 121(d), 2 CFR 200 Uniform Guidance, 2 CFR 2900, and Oregon Executive Order 13-08. Competitive Requests for Proposals (RFPs) are publicly released with clear scopes of work, evaluation criteria, and timelines, and proposals are reviewed by an impartial evaluation team using a standardized scoring rubric prior to Board approval. Contracts are awarded for defined periods with annual renewals contingent upon performance, funding availability, and compliance. All reviewers and Board members are subject to conflict-of-interest and disclosure requirements to ensure transparency and integrity throughout the procurement process.

5.7 B.

See attached

5.7 C.

Adult, Dislocated Worker, and Youth Services (Benton, Clatsop, Columbia, Lincoln, and Tillamook Counties)
EQUUS Workforce Solutions

Contract term: July 1, 2025 – June 30, 2026, with annual renewal options contingent upon performance, compliance, and funding availability.

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

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

5.8

Northwest Oregon Works participates in the review of local applications submitted under WIOA Title II in accordance with 20 CFR 679.370(n)(1) and guidance from the Higher Education Coordinating Commission – Community Colleges and Workforce Development (CCWD). While CCWD is responsible for awarding Title II funds, the Local Board reviews applications to ensure alignment with regional workforce priorities, sector strategies, and integration with the WorkSource Oregon system. The review process evaluates the extent to which proposed Title II activities support career pathway development, workforce preparation, and coordination with Title I services. Feedback and recommendations are provided to CCWD consistent with state guidance to promote alignment, service integration, and responsiveness to regional labor market needs.

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

Submit as an attachment executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in WorkSource Oregon (as defined) to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of

information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination consistent with 20 CFR 679.370(n)(3).

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

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

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

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

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

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

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

5.12

Priority of Service policy ensures that covered populations receive priority access to workforce services in accordance with WIOA and state requirements. Priority populations are identified and served through coordinated outreach and service delivery strategies. See attached Prior of Service Policy.

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

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

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

5.13

NOW provided a 30-day public comment period prior to submission of the Local Plan. The revised plan was posted on the NOW website and comments welcomed from Board members, the public, one-stop partners, and representatives of business, labor, education, economic development, and community-based organizations. All comments received were reviewed prior to final Board approval and a summary included with the final submission.

5.14 Compliance Concerns (Oregon Requirement)

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

- Administration of funds
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the Local Elected Officials and the Workforce Development Board
- Local Workforce Development Board Bylaws
- Code of Conduct
- Approved Budget

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

5.14

Northwest Oregon Works affirms compliance with all applicable federal and state laws, regulations, and guidance governing workforce development programs. No unresolved compliance concerns have been identified at the time of submission.