

FUTURE READY OREGON
ANNUAL REPORT, 2023
Senate Bill 1545 (2022)



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PREFACE

Future Ready Oregon (Senate Bill 1545, 2022) is a \$200 million investment in workforce development in Oregon that aims to expand equitable participation in the labor force while addressing the needs of employers. It encompasses a suite of eight programs that create expanded and more innovative workforce training, prioritize equity, and align workforce development with businesses' needs for workers. The program was signed into law on March 17, 2022 and draws on a combination of state and federal funds that must be expended by December 31, 2026.

The programs build on existing program successes and foster innovation to serve marginalized communities better and create systemic change. At a state level, Future Ready Oregon aims to strengthen Oregon's economic competitiveness by expanding and diversifying the labor force, removing barriers to participation, and supporting businesses' current and future needs for workers. To reduce longstanding disparities in education and the economy, Future Ready Oregon emphasizes opportunities for ten Priority Populations: communities of color, women, low-income communities, rural and frontier communities, veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's nine federally recognized Tribes, individuals who disproportionately experience discrimination in employment on the basis of age, and individuals who identify as members of the LGBTQ+ community. In addition, it focuses on sectors with high workforce needs that offer career pathways to economic stability: healthcare, manufacturing, technology, and construction. The programs are administered by the Oregon Higher Education Coordinating Commission (HECC) the Oregon Bureau of Labor and Industries, and the Youth Development Oregon division of the Oregon Department of Education in connection with the Workforce Talent Development Board, the Oregon Employment Department, and numerous local organizations.

The legislation requires the HECC to submit an annual evaluative report to the Legislature. This second annual report details the progress of each of the eight programs to date, describes the participants served and the services they accessed, and makes recommendations for the coming year of the investment.

The report is prepared by staff in the HECC's Office of Research and Data in coordination with the entities listed above. As the single state entity responsible for ensuring pathways to postsecondary success for Oregonians, the HECC sets state policy and funding strategies, administers numerous programs and over \$2 billion of funding annually, and convenes partners working across the public and private postsecondary education and training to achieve state goals. More information about the HECC can be found at www.oregon.gov/highered. Questions about the HECC should be directed to info.hecc@state.or.us, and questions about this report should be directed to the Director of the Office of Research and Data, Amy Cox, at amy.cox@state.or.us.

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EXECUTIVE SUMMARY

INTRODUCTION

Background

As the 2020 decade began, Oregon anticipated 300,000 additional jobs that call for equipping the labor force with postsecondary education or training that provides the skills necessary for increasingly complex work by 2030. At the same time, persistent obstacles to educational attainment, job readiness, and career progression among communities of color, rural Oregonians, individuals with low incomes, and others were evident. Economic and social disruptions caused by the COVID-19 pandemic intensified the existing workforce gaps and inequities in Oregon's workforce system. Within this context, Senate Bill (SB) 1545 was passed in 2022 to enhance the capacity and effectiveness of workforce development in Oregon. Known as Future Ready Oregon, the legislation constitutes a substantial \$200 million investment in the workforce system that aims both to support individuals with wide-ranging backgrounds and experiences and to meet the state's economic need for an expanded and more diverse labor force.

The investments made through Future Ready Oregon are strategically aimed to instigate systemic change within the workforce system. The overarching goal is to foster equitable participation in Oregon's labor force while concurrently addressing the needs of employers. The legislation places deliberate emphasis on prioritizing service to ten specific populations, acknowledging the systemic barriers these communities face in achieving equitable postsecondary education and training and objectives employment. These Priority Populations, as identified in SB 1545 (2022), are people of color, women, individuals with low incomes, residents of rural and frontier communities, veterans, individuals with disabilities, those currently or formerly incarcerated, members of Oregon's nine federally recognized Tribes, individuals facing discrimination in employment based on age, and individuals identifying as members of the LGBTQ+ community. Future Ready Oregon underscores a comprehensive approach to promoting equitable prosperity. This strategy involves implementing inclusive, culturally specific, and linguistically appropriate initiatives in career-connected learning, employment services, and related programs. By adopting this multifaceted strategy, the legislation aims to create a more equitable and inclusive labor force landscape in Oregon.

Comprised of eight programs, Future Ready Oregon is designed to build on the successes of existing programs and foster innovation for new ones. These eight programs are administered primarily by the Higher Education Coordinating Commission (HECC), the Oregon Bureau of Labor and Industries (BOLI), and the Oregon Department of Education – Youth Development Oregon (YDO) division. However, the statute brings together multiple entities to complete the work, including state agencies, local workforce development boards, community colleges and public universities, business and labor groups, and community groups. The programs are as follows:

Prosperity 10,000 (P10K)

This \$35 million investment allocates grants to Oregon’s local workforce development boards to fund community-based organizations (CBOs), schools, labor organizations, and other workforce service providers to increase capacity and provide direct service to Oregonians in workforce development.

Postsecondary Career Pathways

Postsecondary Career Pathways are programs that link education and training with intentional student support to earn stackable credentials and employment in a specific occupation or industry sector. This \$14.9 million investment provides grants to Oregon’s community colleges to broaden Postsecondary Career Pathways programs in innovative ways.

Registered Apprenticeships

This \$20 million investment allocates funds to BOLI to award grants to develop and implement healthcare and manufacturing apprenticeships and to develop pre-apprenticeship training programs in healthcare, manufacturing, and construction.¹

Youth Programs

The \$10.5 million investment to the YDO provides funding for community-based initiatives that support youth who are disengaged from educational and employment opportunities.

Credit for Prior Learning

Credit for Prior Learning (CPL) is the method of earning postsecondary credit for education and training gained outside of a traditional school. This \$10 million investment awards grants to community colleges and public universities to develop and refine their methods of awarding and reporting CPL.

Workforce Ready Grants

This investment allocates \$95 million in funding to the HECC to award grants for new and innovative education and training programs within the healthcare, manufacturing, and technology industry sectors. Funds support organizational capacity-building and provide direct services and benefits to Oregonians.

¹ Apprenticeships are opportunities for registered participants to gain experience, training, and mentorship while working in a designated field. Pre-apprenticeships prepare participants for the next step in their career with a variety of experiences including simulated labs, field trips, and guest speakers. Participants in pre-apprenticeship programs are those who have an interest in a designated career field, who are not yet registered in an apprenticeship program, and who have little or no experience in that field. <https://www.oregon.gov/boli/apprenticeship/pages/pre-apprenticeship-programs.aspx#:~:text=Hands%2Don%20training,.field%20trips%2C%20and%20guest%20speakers>.

Industry Consortia

This \$1 million investment funds the HECC to establish statewide Industry Consortia in healthcare, manufacturing, and technology sectors. Each Consortium identifies workforce needs and credentials, develops effective recruitment and retention strategies, and fosters collaboration and coordination among industry, labor, education and training, and CBOs.

Workforce Benefits Navigators

Workforce Benefits Navigators (WBN) serve as a centralized point of contact to connect individuals to available resources and education and training opportunities related to the workforce. A \$10 million investment allocates funds to the HECC to work with local workforce development boards to position WBNs throughout the state.

Collectively, these programs constitute a substantial multi-pronged investment in diverse programs and organizations. Future Ready Oregon is funded through a combination of Oregon General Funds and federal American Rescue Plan Act (ARPA) funds. State funds were required to be expended by June 30, 2023, and federal funds must be expended by December 31, 2026.

Report

The Future Ready Oregon legislation also requires an annual report be submitted to the Governor and Legislature that assesses the performance and outcomes of the programs included in the legislation. This document serves as the second such report. It details the progress of each of the eight programs to date, provides information about the participants served and the services they accessed, reviews current labor market conditions, and makes recommendations for the coming year of investment.

Prior Findings

The first annual report, completed in December 2022, summarized the implementation strategies of the first seven months that the legislation was enrolled. It described the timely manner in which seven of the eight programs launched and how the programs aligned with the legislation's emphasis on equity, community engagement, and innovation.

Despite substantial challenges imposed by the tight timeframe to expend General Funds, organizations successfully released requests for applications, awarded grants, and implemented work. The first annual report underscored the tradeoffs between expediting funds and emphasizing innovation and engagement. Community engagement and consultation appeared to yield grant applications from new partners, collaboration with new partners, and process improvements. Centering services on Priority Populations was another theme, influencing grant award criteria and capacity-building plans—though some communities were less represented among grant applicants

and awardees. As Future Ready Oregon entered 2023, most processes were in place and the programs were in the initial stages of serving Oregonians.

The 2022 report made several recommendations: (1) prioritize community engagement, particularly in regard to serving Priority Populations; (2) focus greater attention on Tribal communities, women, rural communities, and LGBTQ+ communities; (3) address both workers' basic needs and their career advancement, and (4) commit to continuous improvement in implementing the work.

Report Requirements

The legislation requires the annual report to include multiple elements to assess Future Ready Oregon, not all of which are available in the first two years of implementation. These elements are:

- The number of individuals from Priority Populations who have registered for and who have completed a workforce program, including apprenticeship and preapprenticeship training programs and youth workforce programs;
- Job placement rates, wages and salary earnings and health and retirement benefits provided for individuals and young adults who participated in an established program;
- A description of any new or expanded workforce programs;
- The types and amounts of any wraparound supports and services provided to individuals disaggregated by Priority Populations.
- Baseline estimates of statewide labor force participation, disaggregated by race/ethnicity, gender, and geographical area;
- Long-term employment projections for healthcare and manufacturing;
- The progress made toward achieving statewide educational attainment goals;
- Projections related to postsecondary educational attainment needs;
- Contribution of programs to statewide labor force participation;
 - The percentage of individuals who participated in an established program as compared to the share of the statewide labor force, by race/ethnicity, gender, and geographical area;
 - The percentage of individuals who participated in an established program and who received a postsecondary certificate, credential or degree as compared to the share of the statewide labor force, disaggregated by race/ethnicity, age, gender and geographical area;

- The number of individuals who participated in an established program and who received a postsecondary certificate, credential or degree as compared to the statewide educational attainment goals, disaggregated by race/ethnicity, age, gender, and geographical area;
 - The job placement rates of individuals who participated in an established program as compared to long-term employment projections for health care and manufacturing, disaggregated by race, age, gender and geographical area.
- Recommendations for future investments and opportunities related to workforce development.

Methodology

In response to the reporting requirements, we examined the extent of Future Ready Oregon implementation and the adherence of that implementation to the legislative goals, progress over last year, and service to Oregonians. We assessed both quantitative and qualitative data to answer the following questions:

- How closely is the implemented program adhering to requirements, either as laid out in the legislation or as laid out by the administering agency?
- To what extent are Priority Populations served in workforce education and training programs supported by Future Ready Oregon funds?
- What types of programs, services, and wraparound supports are received by Oregonians, especially those from Priority Populations?
- Are participants completing the workforce training and education? Are these completion rates equitable across Priority Populations?
- What successes resulted from these investments and what challenges emerged?
- How is the program, as implemented, creating the foundation for improved economic prosperity for participants, businesses, and the state?
- How is the program, as implemented, creating the foundation for improved equity for participants, businesses, and the state?

We used multiple sources of information to answer these questions, including quantitative data on participants and workforce development services, population and economic data from other state and federal agencies, and qualitative data from the programs. Future Ready Oregon grantees collected the participant-level and service-level data and reported the data to the HECC. The data describe characteristics of the participants whom grantees served and the services that participants received. We used third-party sources of data for estimates of economic characteristics (labor force

participation, unemployment, labor force projections), population estimates, and geographic designations of frontier, rural, and urban. Finally, we used qualitative data from program materials, feedback surveys, and interviews.

Per the legislation, we made a distinction between wraparound support services and other workforce development services. In this report, wraparound support services refer to assistance that participants receive to help eliminate barriers to participation in workforce development education and training, such as subsidies, stipends, or services related to transportation, childcare, residential assistance, food, tools, supplies, uniforms, technology, and other supplies related to employment.

FINDINGS

Program Progress

Future Ready Oregon aims to ensure alignment between training programs and the needs of employers, advance equity, and grow a skilled labor force, all within a four-year timeframe. Consequently, this report describes how the distribution of the investment, the Oregonians it served, the ways in which people were served, and the lessons learned for each of the eight programs. The program-specific data presented includes participants served through June 30, 2023.

Prosperity 10,000

Oregon's local workforce development boards implemented P10K swiftly and deliberately within a tight timeframe. They conducted community engagement, awarded grants, built new partnerships, and served 3,854 Oregonians—nearly 40 percent of their goal of serving 10,000 participants by December 2026. Moreover, 94 percent of P10K participants served to date identify with at least one Priority Population (among those for whom we have data). Virtually all participants (99 percent) completed career-coaching services.

Several lessons learned emerged from the past year. The local workforce development boards reported that the flexibility allowed in Future Ready Oregon funding allowed organizations to serve Priority Populations better because it enabled innovative ways to serve participants not allowed by most workforce development funding streams. The local workforce development boards also identified sustainability of funding as a challenge for the future of the programs and services funded through P10K, especially after recent declines in federal workforce development funding. They also reported that data collection was challenging, both because of the time involved and because new processes were being put in place for data collection at the same time as organizations were beginning to serve participants.

Moving forward into the second round of P10K funding, local workforce development boards are planning to continue the focus on the advancement of equitable education and training opportunities for marginalized communities. By leveraging partnerships, refining services, and adapting to emerging challenges, the local workforce development boards report that the P10K program is positioned to continue its positive impact.

Postsecondary Career Pathways

Oregon's community colleges have been offering Career Pathways programs for more than a decade. The Future Ready Oregon investment allowed community colleges to expand current Career Pathways programs and create new and/or expanded student support services to serve more students, especially students from Priority Populations. Postsecondary Career Pathways served 3,354 students, not including those who will benefit from investments in infrastructure and outreach well into the future. Among students for whom we have data, 96 percent represented at least one Priority Population. Community colleges also collaborated with additional community-based partners to assess recruitment and outreach models in order to make systemic changes in how they reach communities that are or have been underrepresented. While the initial impact of the Future Ready Oregon investment in Community College Postsecondary Career Pathways has been significant, the improvements to these programs are expected to have long-term impacts on the equity of access to Career Pathways programs.

Colleges reported several challenges with implementing the investment. Community colleges specifically identified that the requirement to expend funds in the short timeframe was difficult, especially given the time required for hiring and procuring equipment needed for many of the Career Pathways fields. Some colleges reported that the requirement to submit additional participant-level data on a quarterly basis was burdensome. Work remains to integrate Career Pathways data into the regular student and course data colleges submit to the HECC. Finally, a benefit of the Future Ready Oregon funding was the addition of a full-time grant/program administrator dedicated to Career Pathways, which providing invaluable program and technical support to each college, coordination across the colleges, and coordination with HECC Future Ready Oregon staff.

Registered Apprenticeships

The Apprenticeship and Training Division (ATD) of BOLI implemented the Future Ready Oregon Registered Apprenticeship Program quickly, offering four rounds of funding in 18 months. After each round, BOLI staff identified areas to improve their reach to all regions of Oregon, Priority Populations, and types of apprenticeship and pre-apprenticeship programs. They conducted extensive outreach to encourage applications from new and existing partners across the state. They worked diligently with applicants, often one-on-one, to ensure they understood the requirements and to provide technical assistance. The Future Ready Oregon Registered Apprenticeship program is a prime example of continuous improvement.

By June 30, 2023, 10 apprenticeship and pre-apprenticeship programs began serving Oregonians, which is indicative of the length of time it takes to get the apprenticeship and pre-apprenticeship programs developed and registered before they can enroll participants. These 10 grantees served over 300 participants, 86 percent of whom were from at least one Priority Population (among those for whom we have such data).

Throughout the awarding process, ATD identified lessons learned and made rapid changes in response. These lessons learned included the importance of working one-on-one with applicants and of informing applicants of state insurance requirements early in the awarding process. Grantees reported that the flexibility in allowable costs was a tremendous opportunity for them to better serve participants by meeting the unique needs of individuals, especially those from Priority Populations. Another lesson learned was that the short timeline gave an especially narrow window in which grantees could build and launch their programs because of the many months required for apprenticeship approvals.

Youth Programs

Overall, YDO made extensive efforts to convene community partners to ensure that Future Ready Oregon Youth Programs were implemented in ways beneficial to both youth and industry. For both of their rounds of grant applications, YDO engaged community partners, created a streamlined and simplified application process, and made awards in alignment with the goals of Future Ready Oregon. Grantees served more than 1,100 youth in the first year, 93 percent of whom identified with at least one Priority Population (among those for whom we have such data).

Several lessons learned emerged from the past year of implementing Youth Programs. The first lesson learned was around the value of engaging with those served. YDO staff conducted extensive community engagement, which improved understanding of how best to offer workforce development services to Priority Populations. They also engaged with applicants who were not awarded funding in Round One to raise the likelihood that they would be more successful in Round Two. YDO also served as a convener of the community, enabling grantees to engage with and learn from each other, coordinate services across grantee organizations, and serve participants better. A second lesson learned was the importance of flexible funding, which allowed grantees to provide paid work experience and other services that enabled youth to gain employment experience. Inter-agency collaborations proved useful in other ways as well, allowing YDO, BOLI, and HECC staff to share successful approaches for assisting grant applicants, working through funding requirements, and administering grants. Finally, data collection was a challenge for grantees. To remedy this issue, YDO staff coordinated with HECC staff to incorporate YDO grantees into the HECC's Future Ready Oregon data collection procedures and submission process moving forward.

Credit for Prior Learning

The Future Ready Oregon CPL program provided needed funding to support the expansion and further development of student opportunities to earn credit for learning they had gained outside of educational institutions and for education received at institutions of higher education in other countries. In a short timeframe, the HECC administered grants for public postsecondary educational institutions to expand their CPL programs. The public universities and community colleges that were awarded Future Ready Oregon CPL grants made considerable progress in creating new offerings while expanding the current opportunities to earn credit for prior learning for students, including training faculty and staff to administer the CPL process and assess prior learning.

However, a principal impediment to assessing these impacts at nearly all community colleges remains. Technical limitations prevent a consistent and complete data collection for CPL at most community colleges. A robust data collection may be more possible today with the strengthened assessment criteria but will likely still require technical resources for the colleges to be able to complete. Institutions also experienced challenges around funding. The short window of time to invest CPL funding into new and existing programs was difficult for many institutions. Grantees also identified the lack of ongoing and sustainable funding as a limitation to promoting CPL opportunities to students and to conducting assessments of students' prior learning.

Positive lessons learned centered on the flexibility of project content and access to a dedicated grant administrator. The flexibility of grants enabled institutions to amend their agreements to be able to spend all of their awarded funding by June 30, 2023. Access to a dedicated grant administrator at the HECC helped institutions make these adjustments, expand CPL programs successfully, and collaborate with other institutions.

Workforce Ready Grants

The HECC implemented the first round of Workforce Ready Grants in a narrow window of time with substantial engagement of external partners and an emphasis on equity and inclusivity. The HECC offered technical assistance and developed review processes that included community members and other external partners for the first two rounds of funding. The result was nearly 150 applications submitted for the first round of funding and 165 for the second round. Round One grant-funded projects included both capacity-building projects and direct-service projects. Grantees that provided direct workforce development services enrolled 868 participants. Of those for whom we have data, 93 percent represented one or more Priority Population. The program broadened workforce service providers, improved grant-making processes to be more culturally responsive and accessible, increased understanding of the barriers that individuals from Priority Populations face in education and employment, and suggested promising practices to reduce those barriers.

Lessons learned from the past year include the benefits of continuous improvement and communication, the focus on priority populations, and the flexibility of funding. By emphasizing continuous improvement, the HECC's Future Ready Oregon staff expanded the breadth of applicants in Round Two and refined application and grant administration processes. Grant administrators' frequent connection with grantees created partnerships across organizations and improved service to participants. The legislation's focus on serving Priority Populations led many grantees to expand their partnerships, knowledge, and service provision. Finally, grantees reported that the flexibility of funding allowed them to conduct activities that contributed to successful workforce development but are not always supported by other funding streams.

The program also faced some challenges. The short grant performance period (before the expenditure deadline of June 30, 2023) led some grantees to adjust their project plans. Some Round One grantees had difficulty meeting data collection and submission requirements, particularly as HECC submission processes were being finalized at the same time. Finally, some grantees reported

that their workforce trainings would have been more effective if they had provided wraparound support services too.

Industry Consortia

The Industry Consortia are still early in their formation, having encountered unsurprising slowdowns as staff were hired. However, by fall 2023 all three Industry Consortia had launched, convened as a group, and established subcommittees. They are structured in line with the legislation's requirements and are operating under explicit principles that help ensure balanced priorities among the business, labor, education and training, and CBOs represented. At the time of this report, two had begun their work of identifying their mutual goals, prioritizing workforce needs and identifying funding priorities for future rounds of Workforce Ready Grants, and the third was scheduled to begin this work shortly.

Workforce Benefits Navigators

The WBN program launched in 2023 with a dedicated HECC staff member who created and coordinated an inclusive process for establishing award amounts, proposal content, evaluation criteria, and allowable costs. The result was a funding distribution model that supports the local workforce development boards in their goals to connect more people across their regions to available services. With this foundation, all nine local workforce development boards are set to begin work on their WBN pilot programs in 2024.

One of the lessons learned for the WBN program is that the longer implementation timeline afforded by the federal ARPA funding (as compared to the June 30, 2023 expenditure deadline of Oregon General Funds) enabled a thorough implementation that aligns with the legislation's goals. HECC staff convened a technical advisory committee to inform the program criteria and standards; the committee had representation from local workforce development boards, state agency partners, CBOs, and community partners with experience connecting individuals to resources. Another strength that emerged was working with local partners to launch the program to incorporate regionally specific needs and resources. Finally, some members of the technical advisory committee raised concern about program sustainability once funding ends.

Reporting and Assessment

The timeliness and integrity of data collected about participants and services is key to understanding the impact of Future Ready Oregon. Moreover, the comprehensive and multi-faceted nature of the legislation means that the data have to be similarly comprehensive and that the data collection must be complex enough to encompass the wide range of participants, services, grantees, programs, and reporting requirements. Finally, the rapid deployment of Future Ready Oregon requires the development of new data collections, data system, and data submission processes to occur in parallel with the implementation of programs. These realities make for a challenging data collection process, and agencies and grantees worked together to complete the requirements.

Overall, the design and implementation of the Future Ready Oregon data collection and submission processes have succeeded in establishing a consistent set of data on participants and services, as well as receiving them securely from all direct-service programs. The HECC was able to merge its experience with postsecondary data with the expertise of partner organizations to develop data collection and submission tools that meet legislatively mandated reporting requirements, data security requirements, and large-scale data submission requirements, despite the short time frame. Because development of the data submission portal and underlying storage system took time and had to occur during the initial grantees' work, there were difficulties finalizing data specifications and meeting submission deadlines. Nevertheless, a submission portal was developed and implemented and has been continually improved. The HECC worked with grantees and other organizational partners to ensure no Future Ready Oregon data went unsubmitted. Furthermore, HECC staff were largely able to navigate a plethora of issues raised by individual Future Ready Oregon grantees, including concerns about collecting personal and sensitive information, adjusting to changes in data specifications, and clarifying the time required from grantees to collect and submit data. However, by working with grantees on these issues, the data improved as well.

Economic Environment

The Future Ready Oregon legislation requires the annual report to include data on several economic and education trends to examine how the programs have contributed to expanding an equitable labor force and increasing postsecondary educational attainment. Not all measures are available this year, as most economic outcomes are still unfolding and will be for years to come as training programs are stood up, participants complete them, and participants find and keep jobs.

Oregon labor force participation remains historically low, particularly for youth and rural and frontier communities. Unemployment rates remain low as well, indicating the need for more workers. Labor force projections indicate that this need will continue to rise. This year's initial results for participation in Future Ready Oregon programs show youth, communities of color, women, and rural and frontier communities with higher representation in Future Ready Oregon programs than they have in the labor force. This initial step of participation in workforce development sets a foundation for individuals—particularly those from marginalized communities—to access greater economic opportunities. To be clear, participation in workforce training programs is not a sufficient outcome—completion and employment are the necessary next steps—but is the essential first step in realizing the goals of the investment.

The most recent Oregon employment projections show that the healthcare, manufacturing, and construction sectors continue to expand, and some Future Ready Oregon participants are enrolling in training programs for jobs in these sectors. Educational projections indicate that most jobs over the next decade will call for education and training beyond high school to be competitive, and nearly all jobs with above-average wages will as well.

The first year of participant data indicate that Future Ready Oregon programs served 9,441 participants during this period, and many programs were just being stood up in the second half of the

13-month period covered here. Moreover, the vast majority of participants were from Priority Populations (among those who reported such data). Programs provided a range of services to participants, including wraparound support services that facilitate participation in career training, and nearly all participants completed the services they received.

Taken together, the labor market results suggest both the continued need for Future Ready Oregon programs and the initial success of the programs to date. The need for an expanded and diverse labor force continues into the foreseeable future, and many Oregonians' need for greater access to education and training and economic stability remains as well. The consistent finding that marginalized groups comprise greater shares of Future Ready Oregon participants than of the state's labor force, combined with the nearly 10,000 Oregonians served by Future Ready Oregon programs in the first 13 months, indicates that the programs are positioned to help meet these needs.

Overall Participation, Equity, and Impact

In the first 13 months of Future Ready Oregon, a total of 9,441 participants were directly served by programs funded through P10K, Postsecondary Career Pathways, Registered Apprenticeships, Youth Programs, and/or Workforce Ready Grants. Though most programs do not have goals for the number of participants served, P10K has a goal of 10,000 participants. The program reached almost 40 percent of this goal in 25 percent of its timeframe. In addition, many grants across these five programs served participants for only a portion of the time period covered here, and many others were capacity-building and not directly serving participants at all. The nearly 10,000 Oregonians directly served by Future Ready Oregon through June 30, 2023 is thus a strong start to the investment.

All eight programs maintained a consistent emphasis on serving Priority Populations in 2022 and 2023. Grant administrators, grantees, and partners almost all used service to Priority Populations as a criterion for awarding grants. Even in the case of capacity-building grants, organizations often planned to use funds to build capacity for better including and serving Priority Populations than they had previously. The emphasis on expanding equity and diversity is reflected in this year's results: 92 percent of participants identified as a member of at least one of nine Priority Populations, 62 percent identified as a member of at least two of nine Priority Populations, and 26 percent identified as members of three or more Priority Populations (among those for whom we have such data).² In many cases, programs served Priority Populations at higher rates than their representation among Oregonians. These high numbers demonstrate steady progress toward the equity goals of Future Ready Oregon.

The services and program completion rate among participants who were directly served is 97 percent.³ This completion rate reflects participation in workforce development training, general

² Data reported for income status, one of the ten Priority Populations identified in the Future Ready Oregon legislation, was not reliable and therefore is not included in this year's report.

³ Postsecondary Career Pathways, wraparound support services and recruitment and engagement services were not used in calculating the completion rates.

career exploration, paid work experience, on-the-job training, early career skills, job placement services, and tuition and fees programs that were funded by P10K, Registered Apprenticeships, and Workforce Ready Grants. While there was slight variation in service/program completion rates by Priority Population, completion rates were almost always over 90 percent.

Future Ready Oregon programs offered many services focused on general job skills such as career coaching, early career skills, workforce development training, and general career exploration. Some of these trainings were specific to an occupation or industry. Outside of Postsecondary Career Pathways (where all participants are in topic-focused trainings), 21 percent of participants enrolled in one of these topic-focused trainings. Some trainings were specific to an occupation or industry, the most common of which were related to healthcare (30 percent of such training services), transportation and materials moving (25 percent of such training services), and construction trades (15 percent of such training services). Less than 10 percent of the participants who engaged in workforce development training focused on either technology or manufacturing. With the focus on the healthcare, manufacturing, and technology industry sectors in the Industry Consortia and the future rounds of Workforce Ready Grants, we will continue to assess preparation for occupations in these industries.

Compared to Oregon's paid labor force, Future Ready Oregon participants are more racially and ethnically diverse, more geographically diverse, younger, and more often women. This is a key accomplishment because it is the necessary first step in creating a larger and more diverse labor force. Future Ready Oregon programs are still new, and we will continue to assess these results and outcomes related to credential attainment and gainful employment with benefits in coming reports.

CONCLUSIONS AND RECOMMENDATIONS

Taken together, the findings above indicate strong progress in the Future Ready Oregon investment. Nearly 10,000 Oregonians were served by Future Ready Oregon programs, many engaging in multiple services. Nearly all of the participants who reported data were from one of the Priority Populations laid out in the statute. The completion rate among participants was similarly high, and this was true across programs and priority populations. In addition to serving this first round of participants, grantees laid foundations to serve many more participants: they developed infrastructure and increased capacity, developed outreach to underserved groups, and built partnerships to align programs. For long-term change, program administrators and grantees implemented ongoing efforts to reach communities and Priority Populations and to create innovation. In its second year, Future Ready Oregon continues on the strong path begun in 2022 to expand and improve equitable workforce development. We now look ahead to 2024 and present implications that emerge from across the programs and inform recommendations for continued improvement and future funding.

Recommendation 1. Future workforce development investments, especially those that aim to advance equity, should prioritize engagement with the communities intended to benefit from the investment. Current investments should continue to do so.

All three agencies administering Future Ready Oregon and many Future Ready Oregon grantees made deliberate efforts to engage CBOs and other representatives of the communities they sought to serve. Many of these engagement efforts were with members of Priority Populations. Agencies and grantees also made deliberate efforts to coordinate with new and existing partners in workforce development. These outreach and engagement efforts coordinated resources for participants, informed strategies to mitigate the barriers to workforce development and gainful employment, and refined application, award selection, and grant administration processes. While we cannot yet definitively conclude that these widespread engagement strategies resulted in serving the many participants from Priority Populations, the results indicate these strategies had an impact. More than nine in ten participants in Future Ready Oregon programs were from one or more Priority Populations, and the overall service completion rate was 97 percent.⁴

Recommendation 2. Future workforce development investments should include flexibility in allowable uses of funds to encourage innovation, maximize reach, and improve program success. Current investments should continue to do so.

One of the benefits most commonly reported by administrators of the Future Ready Oregon grant-making programs was the flexible funding. Grantees repeatedly attributed the high number of participants they served—especially individuals from Priority Populations—to their ability to provide participants with the services they needed to enroll in and complete workforce training. These services included childcare, transportation, food, housing, and items required to participate in trainings (e.g., tuition and fees, tools, supplies, uniforms, and access to technology). While they are allowable expenses under Future Ready Oregon, owing to the flexible funding, this is not typical in many other workforce development funding streams.

Recommendation 3. Future Ready Oregon programs should expand workforce development trainings for the healthcare, manufacturing, and technology sectors.

An important component of Future Ready Oregon is preparing the workforce for high-demand and high-wage jobs in Oregon, with an emphasis on the healthcare, manufacturing, and technology industry sectors. These three sectors are projected to have significant job growth and include numerous occupations with short-term and consecutive pathways to greater educational attainment, employment, self-sufficient earning potential, and opportunities in many regions across Oregon. About half of Future Ready Oregon participants overall are enrolled in topic-based job training, the great majority of whom are Postsecondary Career Pathways students. Outside of Postsecondary

⁴ Completion rates exclude Postsecondary Career Pathways, wraparound support services, and recruitment and engagement services. At the time this report was written, the HECC had not completed processing all of the completion data from the community colleges.

Career Pathways, 29 percent of Future Ready Oregon participants were enrolled in topic-based job training, and among these, 30 percent (553 participants) enrolled in a training related to the healthcare industry, and less than 20 percent were enrolled in a manufacturing industry-focused training or a technology industry-focused (381 participants).⁵

Recommendation 4. Future workforce development investments should provide the time and staffing resources to build processes and tools that ease the administrative burden on grantees for different funding sources. Current investments should continue to do so.

Grantees across multiple programs and agencies expressed appreciation for administrators who facilitated their work by providing technical and program support, communicating regularly, and fostering connections with other organizations. As Future Ready Oregon moves into its next phase supported by federal ARPA funds, administrative needs will only increase. Anticipating this, HECC staff worked for months to understand, confirm, and clarify requirements and develop templates and processes to help grantees meet them. This and other examples of centralizing administrative practices improved administrative reporting and freed grantees to focus more time on delivering services to Oregonians and developing programs that lead to self-sufficiency.

Conclusion

The implementation of Future Ready Oregon's eight programs has been timely and has adhered to the legislation's focus on community engagement, equity, and innovation. This has led programs to serve nearly 9,500 Oregonians in the first 13 months and reach Priority Populations at a higher rate than their representation in the labor force. In addition, program administrators have shared that wraparound support services helped facilitate a 97 percent completion rate. As we near the end of this second year of Future Ready Oregon, programs and participants have made significant accomplishments. In the coming year, we look forward to evaluating the impact of this work on education and employment.

⁵ Data only includes participants from P10K, Registered Apprenticeships, and Workforce Ready Grants. Career Pathways and Youth Programs services data were not available. Also important to note, the only Future Ready Oregon programs that required specific industry training are Registered Apprenticeships and Workforce Ready Grants.

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ABBREVIATIONS

ARPA	American Rescue Plan Act
ATD	Apprenticeship and Training Division
BOLI	Oregon Bureau of Labor and Industries
CBO	Community-Based Organizations
CCWD	HECC Office of Community College and Workforce Development
CPL	Credit for Prior Learning
HECC	Oregon Higher Education Coordinating Commission
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and Others
OED	Oregon Employment Department
OHSU	Oregon Health Sciences University
OSATC	Oregon State Apprenticeship and Training Council
P10K	Prosperity 10,000
R&D	HECC Office of Research and Data
RFA	Request for Applications
RFP	Request for Proposals
SB	Senate Bill
TAC	HECC Technical Advisory Committee
WBN	Workforce Benefits Navigator
WIOA	Workforce Innovation and Opportunity Act
WSI	Worksystems, Inc
WTDB	Oregon Workforce and Talent Development Board
YDO	Oregon Department of Education – Youth Development Oregon division

CHAPTER ONE: INTRODUCING FUTURE READY OREGON

As the 2020 decade began, Oregon anticipated 300,000 additional jobs that need postsecondary training or education to equip the labor force with the skills of increasingly complex work by 2030. At the same time, persistent obstacles to job readiness and career progression among communities of color, rural Oregonians, those with low incomes, and others were evident. The economic and social disruptions caused by the pandemic intensified existing workforce gaps and further exacerbated the inequities in Oregon's workforce system. Within this context, Senate Bill (SB) 1545 in 2022, known as Future Ready Oregon, was passed to enhance the capacity and effectiveness of workforce development in Oregon. Future Ready Oregon is a large-scale investment in workforce development that meets individuals where they are and aims to meet the state's economic need for an expanded and more diverse labor force. The approach not only builds on past program successes but also calls for innovation and greater equity to result in systemic change that equips the labor force with the skills needed to raise the economic prosperity of individuals, businesses, and the state.

Oregon's historically low levels of paid labor force participation, along with low unemployment and tight labor market conditions, indicate the potential for significant growth in the workforce. Investing in workforce development for individuals who are currently not in the labor force or are underemployed, especially those in communities that have faced inequities in education and employment, could unlock this growth potential. However, engaging these workers likely necessitates workforce investments that are not only more substantial but also different in nature. Future Ready Oregon aims to produce both by creating expansion and innovation in the state's workforce system.

Healthcare, manufacturing, and technology are three of Oregon's industrial sectors that can be characterized by high labor demand, sustained projected growth, and specific educational and training pathways. These sectors not only contribute significantly to the state's economy but also are likely to offer job opportunities that lead to self-sufficiency. Moreover, they grapple with recruitment challenges in the current tightly competitive labor market. As a result, some of the Future Ready Oregon investment includes a particular focus on these industry sectors.

Funding for Future Ready Oregon is a composite of Oregon General Funds and federal funding from the American Rescue Plan Act (ARPA). Combined, it constitutes a substantial \$200 million investment in Oregon's workforce system. The investment is designed to achieve two interconnected objectives: first, to enhance economic security for individuals, communities, businesses, industries, and the state; and second, to increase equity within the workforce development system. The administrators and funding are listed in Table 1.1 below.

Table 1.1: Future Ready Oregon Programs, with Administering Agency and Funding Sources.

Investment Category	Agency	General funds	ARPA funds	Total funds
Prosperity 10,000 (Local Workforce Boards)	HECC	\$17,100,000	\$20,000,000	\$37,100,000
Community college Career Pathways	HECC	\$14,900,000		\$14,900,000
Registered Apprenticeships	BOLI	\$18,900,000	\$1,100,000	\$20,000,000
Youth Programs	YDO	\$3,500,000	\$7,000,000	\$10,500,000
Credit for Prior Learning	HECC	\$10,000,000		\$10,000,000
Workforce Ready Grants	HECC	\$10,000,000	\$85,000,000	\$95,000,000
Industry Consortia	HECC	\$1,000,000		\$1,000,000
Benefits Navigators	HECC		\$10,000,000	\$10,000,000

Source: Senate Bill 1545 (2022).

Also as required by SB 1545 (2022), the Higher Education Coordinating Commission (HECC) responsible for preparing and submitting an annual report to the Governor and Legislature, assessing the performance and outcomes of the Future Ready Oregon programs and the investment as a whole. This document serves as the second of these reports. The report details the progress of each of the eight programs to date, provides information about the participants served and the services they accessed, and makes recommendations for the coming year and future investments.

1.A. FUTURE READY OREGON OVERVIEW

The investments made through Future Ready Oregon are strategically aimed at prompting systemic change within the workforce system. The overarching goal is to foster equitable participation in Oregon’s labor force while concurrently addressing the needs of employers. The legislation therefore places deliberate emphasis on prioritizing service to ten specific populations, acknowledging the systemic barriers these communities face in achieving equitable employment and postsecondary credential attainment. These Priority Populations are: people of color, women, individuals with low incomes, residents of rural and frontier communities, veterans, individuals with disabilities, those currently or formerly incarcerated, members of Oregon’s nine federally recognized Tribes, individuals facing discrimination in employment based on age, and individuals identifying as members of the LGBTQ+ community. Future Ready Oregon underscores a comprehensive approach to promoting equitable prosperity. This involves implementing culturally specific, linguistically appropriate, and inclusive initiatives in career-connected learning, employment services, and related programs. By adopting this multifaceted strategy, the legislation aims to create a more equitable and inclusive labor force in Oregon.

Comprised of eight programs, Future Ready Oregon is designed to build upon the successes of existing programs and foster innovation. It allocates funds for workforce development activities with

the overarching goal of expanding equitable access to employment opportunities with self-sufficient wages, as well as with retirement and healthcare benefits for all Oregonians. See Figure 1.A.1.

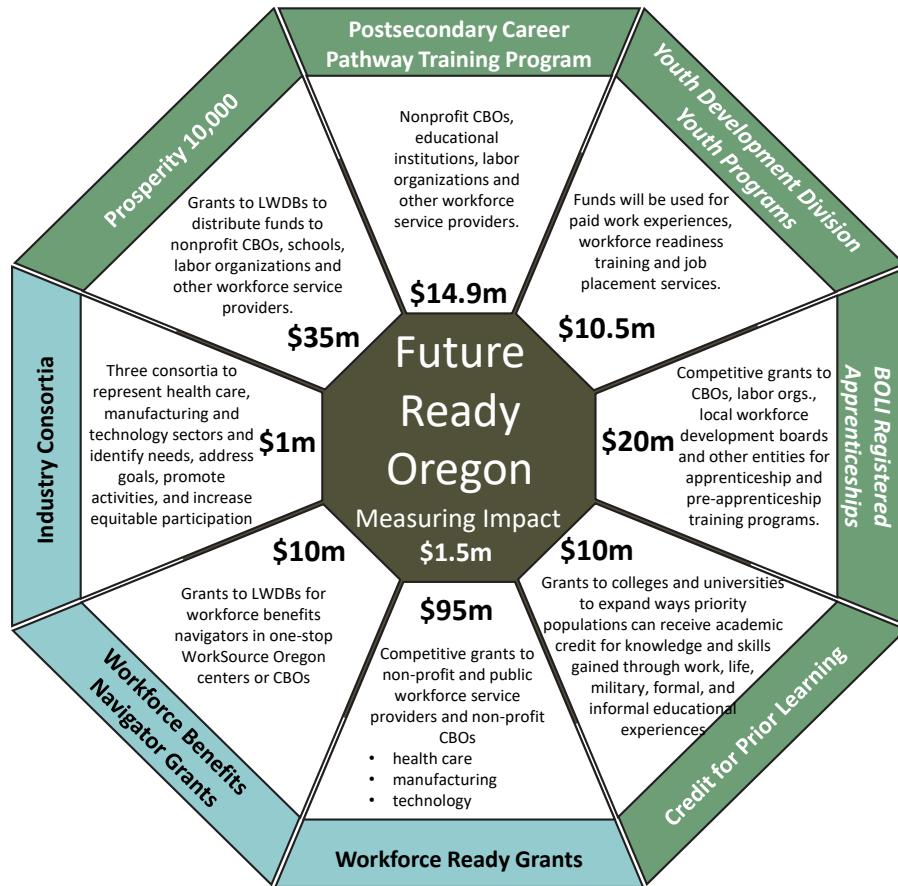


Figure 1.A.1: Future Ready Oregon’s Eight Component Programs

Source: HECC representation of Future Ready Oregon investments from SB 1545 (2022).

Future Ready Oregon uses three intertwined approaches to enhance the existing workforce development system:

1. Investment: Future Ready Oregon directs new resources into workforce training, recognizing the critical role of financial support in enhancing the effectiveness of education and training programs.
2. Innovation: Future Ready Oregon promotes innovation by leveraging existing infrastructure in the short term and establishing new partnerships and new approaches in the long term. This dual strategy promotes systemic change and ensures a dynamic and adaptive response to the evolving needs of the workforce.

3. **Equity:** Future Ready Oregon drives increased equity in the labor market by prioritizing groups that are underserved by the workforce. This prioritization acknowledges and addresses systemic barriers to ensure a more inclusive workforce landscape.

The legislation allocates funds to eight programs, offering numerous opportunities to bolster workforce development in Oregon. These eight programs bring together local workforce development boards, community colleges, the Bureau of Labor and Industries (BOLI), the Oregon Department of Education – Youth Development Oregon (YDO) division, and the Higher Education Coordinating Commission (HECC) to implement the programs. We include summaries of each of these programs below, using the descriptions formulated by the Governor's Office shortly after the legislation's passage.

Prosperity 10,000 (Section 3 of SB 1545, 2022)

Oregon's nine local workforce development boards play a pivotal role by bringing together civic, business, and workforce development leaders. They identify regionally significant sector strategies and invest in those to align the skills of workers with the workforce demands of businesses. This Future Ready Oregon \$35 million investment, of General Funds and ARPA funds, establishes the Prosperity 10,000 Program. The program is intended to increase local service capacity; provide career coaching; engage Oregonians in educational and training opportunities; increase work experience—such as paid internships, scholarships, and on-the-job training; and offer comprehensive wraparound support services—encompassing childcare, housing, transportation, and technology.

Postsecondary Career Pathways (Section 4 of SB 1545, 2022)

Career Pathways are programs that link education and training with intentional student support to enable individuals to secure credentials and advance over time to higher levels of education and employment in an occupation or industry sector. This investment of \$14.9 million of General Funds represents a commitment to sustain and broaden Career Pathways initiatives across all 17 of Oregon's community colleges. The primary focus is on meeting the growing demand for student support services, with special attention given to Priority Populations.

Registered Apprenticeship (Section 6 of SB 1545, 2022)

Apprenticeship is as a quality career pathway driven by industry needs, enabling employers to cultivate and prepare their future workforce. Individuals engage in paid work experience, complemented by classroom instruction, leading to the attainment of an apprentice credential. In Oregon, state and federal funds are utilized to bolster registered apprenticeship programs certified by the Oregon State Apprenticeship and Training Council. The Bureau of Labor and Industries (BOLI) oversees apprenticeship initiatives, collaborating with the Higher Education Coordinating Commission (HECC), to distribute grants aimed at expanding, diversifying, and fortifying apprenticeship endeavors in the state. This \$20 million investment of mostly General Funds, enhances BOLI's capability to attract new programs, foster innovation, provide grants to organizations offering training resources and direct benefits to apprentices, and promote increased

engagement and successful completion of registered apprenticeship in healthcare and manufacturing and pre-apprenticeship programs in construction, healthcare, and manufacturing.

Youth Programs (Section 7 of SB 1545, 2022)

The grant programs under the Oregon Department of Education, Youth Development Oregon (YDO) dedicated to Workforce Readiness and Reengagement aim to bolster high-quality, community-based initiatives catering to youth aged 14-24 who find themselves disengaged from educational and employment opportunities. With a \$10.5 million investment of both General Fund and APRA funds, the YDO broadens its current grant programs, facilitating the expansion of workforce readiness and reengagement services. These services encompass outreach efforts, academic remediation, support for diploma and GED completion, mentoring and coaching, career exploration, and paid work experiences.

Credit for Prior Learning (Section 8 of SB 1545, 2022)

Credit for Prior Learning (CPL) incorporates the expertise and competencies acquired through work and life experiences, military training, as well as formal and informal education and training. Although Statewide CPL standards were adopted in 2017, there has been a lack of additional investment for their implementation. To address this gap, a \$10 million investment of General Funds, expands CPL initiatives to assist public postsecondary institutions in developing methods and refining processes for recognizing, awarding, and reporting CPL efforts, thereby enhancing the overall implementation of CPL standards.

Workforce Ready Grants (Section 9 of SB 1545, 2022)

An investment of \$95 million of General Funds and ARPA allocates funding for new and innovative education and training programs within healthcare, manufacturing, and technology. Funds will support organizational capacity-building and provide direct benefits to individuals. These benefits encompass stipends for work experiences and financial support for education, training costs, and wraparound support services. The administration of Competitive Workforce Ready Grants will be overseen by the HECC, in collaboration with the WTDB, Industry Consortia, and local workforce boards. The HECC establishes the criteria and standards for awarding competitive grants to community-based organizations (CBOs) and workforce service providers.

Industry Consortia (Section 10 of SB 1545, 2022)

A \$1 million investment of ARPA funds establishes statewide Industry Consortia in healthcare, manufacturing, and technology. These Consortia play a pivotal role in identifying industry-specific statewide workforce needs and high-value credentials. Additionally, they will work towards enhancing systems alignment and formulating effective recruitment and retention strategies. The statewide Industry Consortia serve in an advisory capacity to the WTDB, providing valuable insights that inform strategic planning, policy decisions, and particular investments. This initiative aims to foster

collaboration and coordination among industry and labor leaders and workforce development efforts to address the evolving workforce needs of these sectors.

Workforce Benefits Navigators (Section 11 of SB 1545, 2022)

A \$10 million investment of ARPA funds is allocated to employ workforce benefits navigators at WorkSource Oregon one-stop centers and CBOs throughout the state. These navigators serve as a centralized point of contact, streamlining the process for individuals to access resources and workforce development education and training tailored to their unique needs. Their role includes guiding individuals through various programs and benefits, ensuring efficient and effective navigation of available support services.

Each of these individual programs is designed to enhance the capacity and effectiveness of Oregon's workforce system. Collectively, they constitute a substantial investment in diverse programs and organizations. Their aim individually and together is to establish a more comprehensive system that ultimately enhances equity and outcomes for individuals, employers, and the state as a whole.

1.B. PREVIOUS FINDINGS

The Future Ready Oregon Year One Report summarized the implementation strategies of the first seven months in which the legislation was enrolled.⁶ It found and described the timely manner in which seven of the eight programs launched and how the programs aligned with the legislation's emphasis on community engagement, equity, and innovation. The eighth program, the Workforce Benefits Navigator Program, relies on American Rescue Plan Act (ARPA) funds and had a longer timeframe for fund expenditure; it began preparing for implementation soon after the Year One report was submitted to the Legislative Assembly.

Despite substantial challenges imposed by the tight timeframe to expend General Funds, organizations successfully released requests for applications, awarded grants, and implemented work. The report underscored the tradeoffs between expediting funds and emphasizing innovation and engagement, with varying approaches based on obligations, available funding and staffing, and prior experience. In many ways the administering agencies, i.e., HECC, BOLI, ODE-YDO, local workforce development boards, and grantees used Future Ready Oregon as a catalyst for innovation. Community engagement and consultation yielded increased grant applications, collaboration with new partners, and process improvements.

Centering Priority Populations was a consistent theme, influencing grant award criteria and capacity-building plans. Nevertheless, federally recognized Tribes appeared less represented among grant applicants and awardees, as did women, some rural areas of eastern Oregon, and members of the

⁶ Haluapo, S., A. G. Cox, and D. Urban, *Senate Bill 1545 (2022): Future Ready Oregon Year One Report*. Salem, Oregon: Oregon Higher Education Coordinating Commission.

LGBTQ+ communities. Finally, baseline labor force data underscored the need for more workforce participation and postsecondary credentials, revealing equity gaps hindering economic growth.

As Future Ready Oregon entered 2023, most processes were in place and programs were in the initial stages of serving Oregonians. Agencies and partner organizations were focused on learning and improving processes, drawing lessons from the first stages of implementation and sharing best practices in anticipation of 2023. Several recommendations resulted from the lessons learned in the first report.

The first key lesson learned was the essential need for deliberate community engagement, especially with underserved communities and those unfamiliar with government funding and the workforce development system. Practices such as listening sessions, advisory committees, and individual outreach that many organizations conducted proved effective in bringing in new service providers and fostering innovation. The first recommendation advised organizations to prioritize community engagement, particularly for serving Priority Populations, and to approach it as a learning process for ongoing improvement.

The second lesson emphasized the necessity to increase focus on specific Priority Populations, especially Tribal communities, women, LGBTQ+ communities, and some rural areas, which were less frequently identified and served. Organizations were recommended to enhance attention to these populations in outreach, requests for applications, and awarding criteria to ensure equitable service.

The third lesson highlighted the importance of addressing different kinds of services for different participants. The report recommended organizations attend to basic needs, such as childcare, housing, food security, and language interpretation, especially for those currently unemployed or underemployed. For those already employed, workforce training should focus on career advancement, such as through credential stacking. Service providers were advised to plan for both levels of workforce development, covering the entire labor force system.

The final lesson underscored the effectiveness of organizations that embrace continuous improvement and an approach to “lead with learning.” Such organizations were more likely to be innovative, engage new partners, and become more effective. Given long-term labor force trends and the increasing need for economic growth, organizations were recommended to adopt an expectation for continuous improvement and prioritize learning to create a more economically viable and equitable workforce system.

1.C. ANNUAL REPORT

Report Requirements

The legislation directs the HECC to submit an annual report to the Legislative Assembly that addresses multiple items (see Section 12 of SB 1545, 2022), not all of which will be available every year, especially as the program gets underway. A comprehensive list of all reporting requirements, their sources of data, and inclusion in reports can be found in Appendix A. We organize these

reporting requirements into three components. The first component is the assessment of the performance and expenditure outcomes of each of the eight programs. This assessment must include the following information:

- The number of individuals from Priority Populations who have registered for and who have completed a workforce program, including apprenticeship and pre-apprenticeship training programs and youth workforce programs;
- Data on job placement rates, wages and salary earnings and health and retirement benefits provided for individuals and young adults who participated in an established program;
- A description of any new or expanded workforce programs, including training programs, career pathway programs and apprenticeship and pre-apprenticeship training programs, job placement services, and new or expanded paid work experience established as a result of the workforce programs offered with support of Future Ready Oregon (SB145, 2022); and
- The types and amounts of any wraparound supports and services provided to individuals disaggregated by Priority Populations.

The second component of the assessment and accountability reporting requirements directs HECC to include baseline estimates of statewide labor force participation rates and how the programs, excluding Youth Programs, contributed to statewide labor force participation and to state educational goals. Specifically, the legislation requires the following data:

- Baseline Estimates of Statewide Labor Force Participation
 - Long-term employment projections for health care and manufacturing;
 - The progress made toward achieving the statewide educational attainment goals established under ORS 350.014 and 350.018; and
 - Projections related to postsecondary educational attainment needs.
- Contribution of programs to Statewide Labor Force Participation
 - The percentage of individuals who participated in an established program as compared to the share of the statewide labor force, by race, gender, and geographical area;
 - The percentage of individuals who participated in an established program and who received a postsecondary certificate, credential or degree as compared to the share of the statewide labor force, disaggregated by race, age, gender and geographical area;
 - The number of individuals who participated in an established program and who received a postsecondary certificate, credential or degree as compared to the statewide educational attainment goals described under ORS 350.014 and 350.018, disaggregated by race, age, gender, and geographical area; and

- The job placement rates of individuals who participated in an established program as compared to long-term employment projections for health care and manufacturing, disaggregated by race, age, gender and geographical area.

The third component of the report is recommendations for future investments and opportunities to leverage private and federal funding to support investments related to workforce development.

Methodology

In response to the reporting requirements, we examined the extent and the effectiveness of Future Ready Oregon implementation, progress over last year, and service to Oregonians. We describe the methodology and sources of information used to produce this report. We asked the following questions:

- How closely is the implemented program adhering to requirements, either as laid out in the legislation or as laid out by the administering agency?
- To what extent are Priority Populations served in workforce education and training programs supported by Future Ready Oregon funds?
- What types of programs, services, and wraparound supports are received by Oregonians, especially from Priority Populations?
- Are participants completing the workforce training and education? Are these completion rates equitable across the Priority Populations?
- What successes resulted from these investments and what challenges emerged?
- How is the program, as implemented, creating the foundation for improved economic prosperity for participants, businesses, and the state?
- How is the program, as implemented, creating the foundation for improved equity for participants, businesses, and the state?

The information used to answer these questions came from multiple sources of data. They include quantitative data on participants and workforce development services, population and economic data from other state and federal agencies, and qualitative data from interviews, feedback surveys, and program materials.

Participant-Level and Services Data

The participant level and services data included in this report are collected by Future Ready Oregon grantees. Collecting and submitting this data was a requirement of the legislation and grant agreements. The data describe characteristics of the participants whom grantees served and the services that participants received. The data was reported by all the Future Ready Oregon programs that served Oregonians in the first 13 months, i.e., between May 2022 (when the first grant agreements were fully executed) and June 30, 2023. These programs were: Prosperity 10,000,

Postsecondary Career Pathways, Registered Apprenticeships, Youth Programs, and Workforce Ready Grants. The data included in this report thus covers participation and services in these programs through June 30, 2023.

The type of data collected by grantees about their participants and services included membership in each Priority Population, types of services received, types of wraparound supports, work experience opportunities, and scholarships. From this data we calculate the composition of the participants by Future Ready Oregon program, the number and percentages of participants who received services by type of service and type of instructional program; and rates of completion for the services/programs.

The types of services identified include workforce development training, general career exploration, paid work experience, career coaching, on-the-job training, early career skills, paid work experience, job placement services, recruitment and engagement services, and wraparound support services. In this report, wraparound support services refer to assistance that participants receive to help eliminate barriers to participation in workforce development education and training. These wraparound support services include subsidies, stipends, or services related to transportation, childcare, residential assistance, food, tools, supplies, uniforms, technology, and other supplies related to employment.

When analyzing the characteristics of participants, we excluded nonresponses or missing responses in the percentages and rates reported. For example, when presenting the proportion of participants who identify as members of a Priority Population, we excluded the nonresponses in order to focus on Priority Populations; we report the level of nonresponse in a separate section. Secondly, in alignment with trauma-informed data collection principles, our approach to evaluation involves metrics that avoid disadvantaging grantees or programs that experienced higher rates of nonresponse in the communities they serve. This decision was driven by a heightened sensitivity to the concerns of participants who may be reluctant to disclose particular identities.

We determined each participant's geography as frontier, rural, or urban based on the ZIP code reported by the grantee. The Office of Rural Health at Oregon Health and Science University (OHSU) identifies the geographic designators of frontier, rural, and urban for all ZIP codes in Oregon. We matched the participant's ZIP code to the Office of Rural Health's designations of frontier, rural, and urban to determine the geographic location of the participants.

For each Future Ready Oregon program that served participants and submitted service data, we identified the number of unique participants for each service. For some programs, participants accessed the same service multiple times; in these counts, we include participants only one time per service type. If a participant enrolled in more than one type of service, the participant would be included in the counts and percents of each type of service.

The program or service completion rate is the percentage of training programs/services that were completed. It includes every instance that a participant receives a service and does not unduplicate the participant by service type. For example, if a participant received two instances of job placement services and completed one but dropped out of the other, that participant would be counted twice in the overall count and once in the successful completion count. Additionally, if the participant were

still enrolled in the program on July 1, 2023 (after the period covered by data in this report), they were excluded from program/service completion rate.

When workforce development trainings cover specific topics, those topics are classified using Classification of Instructional Programs (CIP) codes. Grantees recorded these CIP codes specifically for workforce development training. For programs with CIP data available, we present the number of participants who underwent workforce development training, categorized by CIP.

Third-Party Data Sources

We use third-party sources of data for estimates of labor force participation, unemployment, labor force projections, occupational wage data, and population estimates. We present data from the U.S. Bureau of Labor Statistics and U.S. Census Bureau on labor force participation rates and unemployment rates disaggregated by age, race, gender, and geography. Again, we used the OHSU's designation of geography types by ZIP code matched with employment indicators by ZIP Code from the U.S. Census Bureau. We compare these labor force participation rates with Future Ready Oregon participation rates, excluding participants from Youth Programs, as directed by the legislation. We also use data from the U.S. Bureau of Labor Statistics regarding labor force participation trends and data on Oregon population from the U.S. Census Bureau. Finally, we use employment projections by industry and occupation and occupational wage data from the Oregon Employment Department.

Qualitative Data

We gathered diverse qualitative data from various sources, including quarterly performance reports submitted by grantees, meeting notes, minutes, presentations, impact statements from grant administrators, close-out reports, and narratives about individual participant experiences shared by grantees and local workforce development boards. This comprehensive set of information allowed us to assess the alignment of implemented programs with legislation and grant agreements. Additionally, we analyzed how these programs contributed to establishing a foundation for enhanced economic prosperity and equity for participants, businesses, and the state.

We note that this year's report does not include employment outcomes or credential attainment of participants. This is because of the varying durations of Future Ready Oregon funded programs and services, the variable time it takes for individuals to secure employment (with most programs just beginning), the typical three-quarter period required for employment data to become available, and the focus of HECC Research and Data staff on supporting grantees to complete the necessary collection and submission of participant and service data. Finally, the setting up of processes to receive, process, and analyze the new collection of participant and service data similarly demand substantial time in the beginning of the program. HECC's Office of Research and Data will release education and employment outcomes when they become available.

1.D. CONCLUSION

The remainder of this report is organized as follows. Chapter Two describes the implementation of each program to date; program participation, including by Priority Population; program services and completion rates, and lessons learned. Chapter Three describes and compares economic trends with Future Ready Oregon participation and service, reports recent trends in labor force projections and educational attainment and projected need, and overall Future Ready Oregon participation and service completion rates. We conclude with a summary of findings and recommendations for the coming year and future investments in workforce development.

CHAPTER TWO: FUTURE READY OREGON PROGRAM REVIEW

2.A. INTRODUCTION

Future Ready Oregon aims to ensure alignment with the needs of employers, advance equity, and grow a skilled labor force, all within a four-year timeframe. Consequently, this chapter focuses on how the investment was distributed, the Oregonians it served, the ways in which people were served—especially from Priority Populations, and the lessons learned for each of the eight programs.

Future Ready Oregon consists of eight programs: Prosperity 10,000, Postsecondary Career Pathways, Registered Apprenticeships, Youth Programs, Credit for Prior Learning, Workforce Ready Grants, Industry Consortia and Workforce Benefits Navigators. These programs are administered by three different state agencies and coordinated by HECC Future Ready Oregon staff: the Higher Education Coordinating Commission (HECC), the Bureau of Labor and Industries (BOLI), and Youth Development Oregon (YDO) of the Oregon Department of Education. These agencies are tasked with administering the programs in connection with the Oregon Employment Department, the Oregon Department of Human Services, the Workforce Talent and Development Board (WTDB), local workforce development boards, community colleges and public universities, community-based organizations (CBOs), and other organizations.

The overarching objective of the programs collectively is to promote equitable inclusion in Oregon's workforce while simultaneously meeting the requirements of employers. This legislation intentionally highlights the importance of serving ten specific populations to meet this objective, recognizing the systemic hurdles these communities encounter in attaining equitable education/training and employment. Future Ready Oregon's Priority Populations are listed below:

- Communities of Color
- Women
- Individuals with low incomes
- Residents of rural and frontier communities
- Veterans
- Individuals with disabilities
- People presently or previously incarcerated
- Members of Oregon's nine federally recognized Tribes
- Individuals at risk of age discrimination
- Members of the LGBTQ+ community

In this chapter, we describe and assess the work for each of the eight Future Ready Oregon programs: briefly summarizing the findings about the program from year one; presenting data on

participation by Priority Population, service enrollment and completion for the participant-serving programs; and stating the lessons learned from each of the eight programs. Because of the complexity of Future Ready Oregon, we include an overview of each program’s implementation activities from 2022 to save the reader from needing to look up earlier activities that influenced 2023 work. The program-specific data presented in this chapter includes the first participants served through June 30, 2023. (See Chapter 1, Introduction, Methodology for more information.)

The following charts summarize the timeline for Future Ready Oregon. Figure 2.A.1 shows the nine-month period from the bill’s enactment into law on March 17, 2022, through December 31, 2023. The timeline illustrates the rolling nature of implementing the eight Future Ready Oregon investments. It demonstrates both the unusual speed of implementation and some of the administrative work required before participants could be served. All programs except the Industry Consortia grant funds to other organizations. These organizations—grantees—are listed for each program in Appendix B.

2022	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Prosperity 10,000			\$15M GF to be allocated to LWFBS-1st Round		Grant Agreements signed, money dispersed					Year One report due to WTDB		
Postsecondary Career Pathways						RFP released (noncompetitive)		Grant Agreements signed and executed			1st Participant Data Reported	
BOLI Registered Apprenticeships					RFP Released		Round 1 proposals evaluated, awardees notified	Round 1 Grant Agreements signed, 2nd RFA released		Round 2 proposals evaluated, awardees notified	Round 2 Grant Agreements signed	Round 3, rolling RFP, apps./awards considered monthly
YDO Youth Programs						RFA released				\$3.5 awarded in Round 1	Grant Agreements	
Credit for Prior Learning						RFA released				Grant Agreement signed, \$10M awarded		
Workforce Ready Grants						RFA released			Evaluation of Proposals		Notice of Awards	
Industry Consortia						The Woolsey Group: Environmental Scan Commenced					The Woolsey Group: Recommendations for Future Actions	
Workforce Benefits Navigators												

2023	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	2024
Prosperity 10,000	1st Participant Data reported				2nd Participant Data reported	Last Days of Allowable Cost Period, Round 1	Round 2, ARPA funding distributed for allowable costs through June 2026, Close out Reporting for Round 1	3rd Participant Data reported		Year Two report due to WTDB	4th Participant Data reported		Quarterly Fiscal Reconciliation/ Narrative Reporting/ Participant Data Collection Due
Postsecondary Career Pathways		2nd Participant Data reported			3rd Participant Data reported	Close out of Future Ready Oregon grants		Close out and Quarterly Report submitted					Quarterly data collection continues through June 30, 2025
BOLI Registered Apprenticeships	Round 3, rolling RFP, applications and awards considered monthly			Round 3 Grant Agreements signed		1st Participant Data reporting; Round 4 RFP released			Round 4 applications evaluated			Notice of Awards & Grant Agreements signed	Close out of Future Ready Oregon grants
YDO Youth Programs	Grant Agreements					Last Days of Allowable Cost Period, Round 1	Final Reporting Due, Round 1			Notice of Awards, Round 2			Round 2, Grant Agreements signed
Credit for Prior Learning						Last Days of Allowable Cost Period		Close-out Reporting submitted					
Workforce Ready Grants	Round 1 Grant Agreements Signed			Round 2 RFA release, 1st participant data submission, Last Day of Allowable costs – June 30, 2026				Round 1 Final Reporting Due; Round 2 Awardees Notified	Initial meetings with potential grantees		Press Release about Awardees		Round 2 Grant Agreements signed, Release Round 3 RFAs
Industry Consortia				Healthcare Consortium Kick-Off		Healthcare Consortium first mtg., Member Survey, Key Informant Interviews; Techn. Consortium Kick-Off	Healthcare Consortium Member Survey and Key Informant Interviews	Manufacturing Consortium Kick-Off; Techn. Consortium qtrly mtg.	Healthcare Consortium qtrly mtg.	Manufacturing Consortium qtrly mtg.	Techn. Consortium Qtrly Mtg., Member Survey		Consortia Quarterly Meetings and Development of Funding Priorities for each Industry
Workforce Benefits Navigators			Technical Assistance for Program Implementation							RFA released	Evaluation of proposals	Notices of Award Issued	Grant Agreements signed, January 2024

Figure.2.A.1: Future Ready Oregon Impementation in Eight Investment Categories, 2022.
Source: HECC representation of implementation of Future Ready Oregon programs.

2.B. PROSPERITY 10,000

Program Requirements and Funding

Prosperity 10,000 (P10K) was the first Future Ready Oregon program to allocate funding under [Senate Bill 1545 \(2022\)](#). P10K funds were appropriated to the HECC to be distributed to Oregon’s nine local workforce development boards to administer the P10K program. As noted in the legislation, the HECC used the same funding formula to allocate P10K funds as it uses to allocate funds to local workforce development boards under Title I of the federal Workforce Innovation and Opportunity Act of 2014 (WIOA).⁷

The legislation designates P10K funds as investments designed to provide opportunities for Oregonians to jumpstart and advance their careers and put them on a pathway to self-sufficiency.⁸ With this overall goal in mind, the local workforce development boards were charged to do the following:

- “Distribute resources and available funds to nonprofit community-based organizations (CBOs), educational institutions, labor organizations and other workforce service providers to facilitate the provision of workforce development services and wraparound supports to individuals who participate in the program;
- Coordinate with state workforce agencies and other workforce partners to expand regional community-based partnerships that work to support and sustain workforce development services and wraparound supports; and
- Connect with businesses and organizations in targeted industry sectors to identify training needs and ensure that business needs relating to a skilled workforce are met.” ([SB 1545, \(2022\)](#) Section 3.3a.A-C)
- After the Future Ready Oregon legislation was adopted on March 17, 2022, all nine of the local workforce development boards worked with elected officials, employers, CBOs, economic development organizations, and public agencies to provide a series of workforce development opportunities and supports for Oregonians in each of their respective regions, especially Oregonians from Priority Populations. Specifically, these workforce development opportunities aim to improve the capacity and responsiveness of Oregon’s public workforce system by helping job seekers navigate workforce development programs, expanding access to community-based career counseling and wraparound supports and services, and providing

⁷ [U.S. Department of Labor, WIOA](#).

⁸ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.
<https://depts.washington.edu/selfsuff/standard.html#:~:text=The%20Self%2DSufficiency%20Standard%20defines,by%20churches%20or%20local%20food>

opportunities to earn industry-recognized certificates, credentials, and degrees through work-based learning experiences.

P10K is funded with \$15 million of State General Fund dollars and \$20 million of federal American Rescue Plan Act (ARPA) dollars. The General Fund dollars were required to be expended by June 30, 2023. Local workforce development boards invested them in nonprofit CBOs, educational institutions, labor organizations, and other workforce service providers to facilitate the provision of workforce development services and wraparound supports, especially to individuals from Priority Populations. In addition, local workforce development boards invested the state funds in ways to better understand how to serve Priority Populations better and to form new partnerships to support workforce development opportunities. The second round of P10K funding, the \$20 million of ARPA funds, was distributed in the summer of 2023. Table 2.B.1 shows the distribution of these funds to each of the local workforce development boards.

Table 2.B.1: Prosperity 10,000 Distribution of Funding by Local Workforce Board and Funding Source.

Local Workforce Development Board	General Fund	ARPA
Northwest Oregon Works	\$859,010	\$1,022,406
Worksystems, Inc.	\$4,687,810	\$5,579,504
Clackamas Workforce Partnership	\$1,229,939	\$1,463,892
Willamette Workforce Partnership	\$1,915,896	\$2,280,330
Lane Workforce Partnership	\$1,220,358	\$1,452,490
Southwestern Oregon Workforce Investment Board	\$1,084,351	\$1,209,612
Rogue Workforce Partnership	\$1,285,541	\$1,530,071
East Cascades Works	\$1,584,366	\$1,885,737
Eastern Oregon Workforce Board	\$926,063	\$1,102,214

Source: Legislative appropriations for Future Ready Oregon Programs, per SB 1545 (2022).

Both rounds of funding are expected to collectively achieve the eight goals of P10K identified in the legislation and listed below:

- Include at least 10,000 total individuals who participate in the program;
- Improve the capacity and responsiveness of the public workforce system in this state by providing assistance for workforce development program navigation, expanding access to community-based career counseling and wraparound supports and services, and providing opportunities to earn industry-recognized certificates, credentials, and degrees through work-based learning experiences;
- Ensure that services and benefits available through workforce programs are provided to individuals from Priority Populations;

- Provide increased access for Priority Populations to services and benefits available through workforce programs;
- Ensure that at least 50 percent of the individuals who participate in the program are women;
- Ensure that at least 80 percent of the individuals who participate successfully complete the program;
- Ensure that at least 75 percent of the individuals who participate in the program successfully obtain employment; and
- Ensure that at least 75 percent of the individuals who participate in the program earn at least \$17 per hour.

Implementation Review

As required by the legislation, the HECC distributed the General Fund dollars to the nine local workforce development boards within 60 days of the legislation taking effect March 17, 2022. Each of the nine local workforce development boards took a different investment approach for the first round of Future Ready Oregon funding. Several factors influenced investment plans including: the short time frame in which state General Funds had to be expended, individual local workforce board capacity, regional needs, the identification of workforce development organizations which were already conducting work which aligned with the goals of P10K, and existing sector strategies. Sector strategies are based on extensive analysis of the regional economy, gaps in skills among the regional workforce, and industry demand. These predetermined sector strategies and identification of communities most in need allowed the local workforce development boards to invest and leverage P10K funding quickly and strategically. To compliment these sector-specific strategies, the local workforce development boards identified that wraparound support services are crucial to connecting people with gainful employment opportunities that offer health and retirement benefits during the current period of historically low unemployment rates, especially in high-demand industries.

“I just wanted to say thank you to every single person who’s been involved in the process of creating this moment I’m standing in today. I’m a single mom of three kids. For me personally I know going back to school at 31 felt like a CRAZY thing to do, but I wanted a change for my family and me. I’m going to be very honest; this was hard. My home life was challenging while going back to school. Juggling the change for myself, and my children felt almost impossible. But I have the support of my mom, Olga, and my teachers. I could have quit when it got hard and believe me there were days where I almost wanted to give up, but I wanted this, I wanted to show my children that no matter what happens we compete for a goal. For me this was emotional on a beautiful level. I got to complete a goal in front of my children. They got to have their mom graduate with a degree for the first time. I got to do something that I am proud of myself for in front of my family.”

I'm proud to have this career. I'm proud of myself for finishing this because it was not easy for me to do this. I'm thankful for everybody who helped me along the way this means the world to me. I'm not able to get a job and support my family in a way that I felt limited before. There's also gives me confidence because I have a job that I'm proud to have. I'm excited to go to work and thankful for what is next in my life.

My daughter is proud of me, and it makes me feel emotional, I feel thankful that I got to show her this big step in life. Both of my sons are talking about going and being firefighters in EMT's. I've inspired my kids to do something with their lives.

The blessing here wasn't just for me. It was generational, and I feel like it's going to continue to impact this family for a very long time in beautiful ways. I pray that one day my kids follow into the medical field but start very soon in life.

I'm thankful for the new community of people I get to surround myself with. I am very thankful for this opportunity and the doors that it has opened for myself and my family. Thank you for this program."

Willamette Workforce Partnership Participant – EMT training tailored for Spanish speaking Latinx populations

Participants and Services

The participant and service data in this section includes participants served from March 17, 2022, through June 30, 2023; therefore, only investments made with General Funds are included in these results. Note that it is not accurate to calculate the rate of participation by the dollar amount distributed because some funds were used to build capacity and partnerships rather than directly serving individuals.

Include at least 10,000 total individuals who participate in the program

The nine local workforce development boards served 3,854 unique people with at least one service funded or leveraged by P10K during the period covered here. This amounts to almost 40 percent of the P10K goal of serving 10,000 individuals, even though the goal covers the entire Future Ready Oregon period, through December 31, 2026. Thus, the program has reached nearly 40 percent of its goal in just over one-fourth of the program period. This is particularly notable because some P10K funding was used for capacity building rather than direct service to individuals.

Improve the capacity and responsiveness of the public workforce system

Through the P10K grants, the local workforce development boards facilitated the delivery of many types of services, including assistance for workforce development program navigation, expanding

access to community-based career counseling and wraparound supports and services, and providing opportunities to earn industry-recognized certificates, credentials, and degrees through work-based learning experiences. Many P10K participants received more than one service. Table 2.B.2 below presents the number of participants by service type, the number of services received by participants, and the program completion rate by service—excluding wrap around support services. For example, 2,150 unique individuals received career coaching services, which were provided 7,161 times, and 99 percent of the career coaching services received were completed.

Table 2.B.2: Services Provided by P10K Grantees, May 2022 through June 2023.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Services Completion Rate
Career Coaching	2,148	56%	7,249	99%
Workforce Development Training	1,395	36%	1,444	91%
General Career Exploration	810	21%	1,730	100%
Early Career Skills	344	9%	435	99%
On-the-Job Training	151	4%	203	94%
Paid Work Experience	111	3%	122	77%
Recruitment and Engagement Services	31	1%	78	100%
Job Placement Services	24	1%	76	100%
Other	578	16%	1,105	98%
Tuition and Fees Assistance	706	18%	1,332	--
Wraparound -- Other	931	24%	1,167	--
Wraparound -- Transportation	401	10%	788	--
Wraparound -Tool, Supplies, Uniforms, Technology	248	6%	310	--
Wraparound - Residential Assistance	228	6%	391	--
Wraparound Childcare	8	--	8	--

Source: HECC analysis of Future Ready Oregon participant and service data.

Some P10K participants enrolled in industry-specific workforce training. P10K funding was not limited to the focus sectors of healthcare, manufacturing, and technology but were focused on addressing regionally identified and prioritized workforce needs and skills gaps. Overall, 1,395 participants enrolled in at least one occupation-specific or industry-specific training. The most

common areas of focus were transportation and materials moving and health professions and related clinical services. (See Table 2.B.3 below.)

Table 2.B.3: Number of Unique Participants by Industry-Specific Training Received through P10K Grantees, May 2022 through June 2023.

Instructional Program Areas	Number of Unique Participants
Transportation and Materials Moving	463
Health Professions and Related Clinical Services	395
Mechanic and Repair Technologies/Technicians and Precision Production	94
Construction Trades	80
Computer and Information Services and Support Services	71
Engineering and Engineering Technologies/Technicians	55
Other Instructional Programs	135

Source: HECC analysis of Future Ready Oregon participant and service data.

Almost one-third (31 percent) of the General Fund allocation for P10K programs was distributed directly to participants via assistance for tuition and fees and other wraparound support services. The local workforce development boards reported that one of the significant benefits of the Prosperity 10,000 funding was the flexibility of the funds. This is especially important because Oregon, similar to the nation, has very low unemployment rates, and bringing new, disengaged, and/or underemployed workers into greater employment often requires support services to enable participation in workforce development training. These include services such as transportation, supplies necessary for training and employment, residential assistance, and childcare. Table 2.B.4 below shows the types of services, the number of participants enrolled in each, the dollars allocated to each service, and the average dollars per participant for each service type, for P10K programs.

Table 2.B.4: Number of Unique Participants, Dollars Spent, and Average Dollars per Participant, by Type of P10K Service, May 2022 through June 2023.

Service Type	Number of Unique Participants Receiving Wraparound Service	Dollars Spent in Service	Average Dollars Spent Per Participant
Tuition and Fees Assistance	687	\$3,169,093	\$4,613
On-the-job Training	142	\$459,460	\$3,235
Paid Work Experience	22	\$14,380	\$653
Workforce Development Training-	1	\$15	\$15
Wraparound - Transportation	358	\$140,328	\$392
Wraparound - Tools, Supplies, Uniforms, Technology	230	\$81,175	\$352
Wraparound - Residential Assistance	218	\$413,488	\$1,863
Wraparound - Childcare	8	\$11,714	\$1,464
Wraparound - Other	350	\$382,933	\$1,093
Total	1,441*	\$4,672,673	\$3,237

Source: HECC analysis of Future Ready Oregon participant, service, and expenditure data.

*Note: Not all participants received direct funding. This total is not the sum of the rows in this column because participants may receive multiple wraparound funding services. Rather, this total is the number of unique participants who received any wraparound service funding.

Ensure that services and benefits available through workforce programs are provided to individuals from Priority Populations

Future Ready Oregon has no eligibility criteria for participation; anyone in Oregon can participate in training and services funded by Future Ready Oregon. At the same time, the legislation is clear about the importance of reaching members of Priority Populations. P10K programming appeared to do just this, as 94 percent of P10K participants identified with at least one of nine Priority Populations, among those for whom we have such information.⁹ Table 2.B.5 below shows the number and percentage of P10K participants identifying with each Priority Population. We note that we omitted the participants who did not report these data from the denominator of these percentages. This is because the number of participants for whom we do not have these data was substantial in some cases, especially in the first rounds of data collection. More detail can be found at the last section of this chapter, Assessment and Accountability. In addition, as noted previously, we do not include income status in this list of Priority Populations because data were not reported often enough to be reliable.¹⁰

⁹ Data reported for income status was not reliable and therefore is not included in this year’s report.

¹⁰ The local workforce development boards reported to the state Workforce and Talent Development Board (WTDB) that 100 percent of participants served with P10K funding were from at least one Priority Population, including low-income status.

Table 2.B.5: Number of Prosperity 10,000 Who Directly Benefited from Future Ready Oregon Investment from July 1, 2022, through June 30, 2023 by Priority Population.

Priority Population	Number Served	Percent
By Race/Ethnicity		
Asian American/Asian	129	4%
Black/African American	401	10%
Native American/Alaska Native	101	3%
Native Hawaiian/Pacific Islander	26	1%
Latino/a/x Hispanic	385	15%
Two or More Race	555	14%
White	2,024	53%
By Gender		
Female	1,258	47%
Male	1,417	53%
Non-Binary	15	1%
Federally Recognized Tribal Member in Oregon	59	2%
Veteran	106	3%
Person with a Disability	370	11%
Person Identifies with LGBTQA+ Community	119	3%
By Age		
Ages 24 and Younger	843	22%
Ages 25-39	1,543	40%
Ages 40 and Older	1,468	38%
By Geography		
Frontier	144	4%
Rural	1,472	39%
Urban	2,181	57%
Persons Incarcerated or Formerly Incarcerated	965	25%

Source: HECC analysis of Future Ready Oregon participant data.

Note: Percentages shown exclude participants who did not disclose the data.

Among participants who reported a racial/ethnic identity, 48 percent identified as people of color, 12 percentage points greater than the number of all Oregonians of color who are 16 years and older.¹¹ The share identifying as a member of one of Oregon’s nine federally recognized tribes was 1.7 percent, which is slightly smaller than the share of Oregon’s population identifying as American Indian/Alaska Native (1.9 percent).¹² Though the latter number includes Native American/Alaska Native Oregonians who are not members of the nine federally recognized Tribes, multiple local workforce development boards identified the need for improvements in their partnerships with Tribal Nations to more effectively serve members of Oregon’s nine federally recognized Tribes. The number of participants identifying as veterans (three percent) is lower than the number of veterans in Oregon as a whole (six percent).¹³ Persons with a disability identified as 11 percent of P10K participants, a slightly higher proportion than the 10 percent in the population as a whole.¹⁴ The percentage of youth among P10K participants was twice as high (22 percent) as the percentage in the Oregon population as a whole (11 percent). Finally, a higher proportion of P10K participants were from rural communities (39 percent) than the proportion of Oregonians who live in rural areas (32 percent, among those ages 20 through 64).¹⁵

There are not reliable population estimates for two Priority Populations, the LGBTQ+ community and persons who are or have been incarcerated. Individuals who identified as members of the LGBTQ+ community comprised 3.3 percent of participants, and local workforce development boards identified the need for engagement with community-based organizations (CBOs) to serve this community. Twenty-five percent of P10K participants indicated they were incarcerated or had been formerly incarcerated. Certain P10K projects were specifically tailored to serve this community. Clackamas Workforce Partnership, for example, invested some of their funding in expungement clinics that assist community members with reducing barriers to employment, housing, and education by providing information and resources regarding Deferred Action for Childhood Arrivals, eviction expungement, name and gender marker changes, and criminal expungement.

Provide increased access for Priority Populations to services and benefits available through workforce programs

Early P10K implementation efforts included community engagement from the local workforce development boards. Four of the nine local workforce development boards reported intentional engagement with partners and community groups to enhance their effectiveness in providing service to their area. Most of the local workforce development boards convened focus groups to understand the unique needs of employers, workforce development service providers, educational organizations, and populations served that may benefit from P10K-funded workforce development opportunities and services. Listed below are examples of community engagement efforts that demonstrate a

¹¹ [US Census Bureau, American Community Survey: Table S2301:](#)

¹² [U.S. Census Bureau, Oregon Quick Facts, Table PST045222.](#)

¹³ [U.S. Census Bureau, Oregon Quick Facts, Table PST045222.](#)

¹⁴ [U.S. Census Bureau, Oregon Quick Facts, Table PST045222.](#)

¹⁵ [US Census Bureau, American Community Survey: Table DP03](#)

willingness to create innovations from community feedback and the establishment of new partnerships to reach Oregonians who are underserved:

- Clackamas Workforce Partnership (CWP) held listening sessions with key partner groups before opening their grant-making process and then used what they learned to make awards.
- Rogue Workforce Partnership (RWP) held focus groups to identify how best to serve the Latino/a/x community in Southern Oregon’s Rogue Valley region.
- Willamette Workforce Partnership (WWP) opened a request for qualifications and quotations and was able to garner a wider knowledge base of the needs of CBOs and those they serve.
- The Southwestern Oregon Workforce Investment Board (SOWIB) incorporated the language and intent of P10K in their general grant-making process prior to their P10K allocation, resulting in seven new provider awards—two of which were also awarded P10K funding.

Ensure that at least 50 percent of the individuals who participate in the program are women

Although local workforce development boards focused on serving Priority Populations as a component of their investment strategies, few initially reported focusing on women as a Priority Population in the planning and allocation of P10K funding to subgrantees, as noted in the [Future Ready Oregon Year One Report](#) (December 2022). However, since that time, there have been deliberate efforts to increase access to workforce development opportunities and supports to women. For example, Clackamas Workforce Partnership reported serving women as at least 50 percent of participants in their P10K grant agreements with workforce development providers. Similarly, Rogue Workforce Partnership made a concerted effort to reach out to women directly and to provide them with the information and support they needed to participate. Among all of the individuals served with P10K funded programs who identified their gender, 47 percent were women.

Ensure that at least 80 percent of the individuals who participate successfully complete the program

P10K grants funded a wide array of services and programs. The duration of the services provided also varied widely; some services were completed in a day, while others took more than one quarter to complete. Excluding all wraparound support services and tuition and fees assistance, 98 percent of participants successfully completed the services they received, well above the goal. Local workforce development boards and subgrantees attributed these high rates of completion to the flexibility of the funding to fund services not allowable under other fund sources and to leverage and braid with other fund sources. For example, subgrantees used P10K funding to provide needed wraparound support services to participants enrolled in programs funded by other sources. The support services enabled participants to complete workforce development education and training funded by P10K and by other sources. The flexibility of the Future Ready Oregon funding allows for the local workforce development boards to identify and respond to the needs and barriers that interfere with successful completion in their local context.

Employment Outcomes

The last two goals of the P10K program are to 1) ensure that at least 75 percent of participants successfully obtain employment; and 2) ensure that at least 75 percent of participants earn at least \$17 per hour. Due to the varying length of P10K funded programs and services, the time it takes to become employed, and the time for employment data to become available (usually three quarters), employment outcomes are not included in this report.

Governance and Additional Reporting Requirement for Prosperity 10,000

The WTDB, in consultation with its Continuous Improvement Committee and the HECC, oversees the implementation and assessment of P10K. Specifically, the WTDB assesses and reviews the program's progress, ensures that program goals are met, and identifies areas for program improvement. This oversight fits well with the purpose and function of WTDB, including its advisory role to the Governor on workforce matters, its relationship with the local workforce development boards, and its charge to set direction for workforce development in Oregon with a strategic plan for Oregon's workforce development system.

The alignment of P10K with Oregon's local workforce development boards and the WTDB is purposeful. The P10K governance structure and reporting requirements facilitate the sharing of P10K lessons learned across local workforce development boards and the WTDB. P10K investments went to the local workforce development boards, and the boards submit an annual joint report on P10K to the WTDB. The report is required by the legislation (for P10K only) and provides a forum for the boards to share their progress toward goals and their lessons learned. In its advisory role to the Governor, the WTDB is in the position to advocate for policy changes and funding revisions that advance a more equitable workforce system, filling needed gaps in the talent pool based, at least in part, on lessons learned from the P10K program.

Lessons Learned

The local workforce development boards identified the importance of the flexibility allowed in P10K funding. They were able to make innovations to better serve Priority Populations, who otherwise would likely have been unserved due to the strict requirements of most workforce development funding streams (e.g., the federal Workforce Innovation and Opportunity Act). In many cases, for example, federal funding does not include wraparound support services and supports as allowable expenses. The critical importance of holistically serving jobseekers is demonstrated by the 1,441 P10K participants (37 percent of all P10K participants) who received at least one wraparound service and/or tuition and fees support. In addition, the local workforce development boards were able to expand the number of organizations offering workforce development opportunities. The flexibility of P10K funding enabled local workforce development boards to work around and even erode systemic barriers to participation and expand partnerships that can create a more equitable workforce development system.

This flexibility in funding is especially important for Priority Populations. Flexible funding allows local workforce development boards to partner with a wide range of diverse providers and move quickly from initial contact through plan development to offering services. Moreover, the local workforce development boards attribute being able to serve more participants, especially people from Priority Populations and those who face barriers to education, training, and employment opportunities, to the flexibility of P10K funding. The local workforce development boards were able to offer new programs specific to serving both employers' and unemployed/underemployed workers' needs by leveraging P10K funding with other funding sources.

Another lesson learned is to expand workforce development to include underemployed and disengaged workers, which results from the priorities in Future Ready Oregon, compared to some historic approaches to workforce development. The implementation of P10K occurs within the context of Oregon's low unemployment rates that can lead to increasing competition for talent among employers.¹⁶ Low unemployment and high workforce demand require workforce development professionals to focus on those who are underemployed and disengaged, in addition to those who are unemployed. One strategy is finding ways to expand the labor force by serving those who face significant barriers to workforce participation, such as persons with disabilities, those who are incarcerated or formerly incarcerated, and those with housing and food insecurity. Future Ready Oregon funding for P10K programs prioritizes underserved and vulnerable communities and facilitates opportunities for equitable prosperity and upward economic mobility.

The local workforce development boards identified sustainability as a challenge for the future of programs and services funded or supplemented with P10K dollars. They consistently identify the decline in federal workforce development funding (especially through the Workforce Innovation and Opportunity Act) over the past several years as a significant obstacle to the work that they do. While they welcomed P10K funds as a much-needed infusion of funds into Oregon's workforce system, they are concerned about what will result once the P10K funds are depleted, and other workforce development funding continues to decline. Even if the local workforce development boards advance a more equitable workforce and successfully prepare the workforce for gainful employment with these one-time funds throughout the project period, they have raised concerns about the difficulty of replacing an investment of the scale of P10K.

With regard to data collection, the I-Trac system¹⁷ was used to collect participant and service level data for most P10K programs and services.¹⁸ The decision to use I-Trac—a common tool all Oregon local workforce development boards use—for P10K reporting occurred shortly after the Future Ready Oregon legislation was signed into law. This was because the I-Trac system was able to collect and report on the data elements necessary for reporting on all Future Ready Oregon programs and

¹⁶ <https://www.oregon.gov/workforceboard/data-and-reports/Documents/2022%20Talent%20Assessment%20FINAL%2006-09-22.pdf>

¹⁷ I-Trac is a system used in Oregon by the local workforce development boards to track the workforce development activities and people served.

¹⁸ Clackamas Workforce Partnership submitted additional data to the HECC; a few of the services they offered were not tracked in I-Trac.

local workforce development boards were used to using it. The data collection and submission requirements for the other Future Ready Oregon programs were informed by this partnership.

In other ways, data collection and reporting were challenging for P10K grantees and subgrantees. As the first program being implemented, it was most affected by the fact that Future Ready Oregon data collection templates and processes were under development. The HECC was delayed in providing reporting specifications to the local workforce development boards and finalizing data definitions due to staffing challenges. These circumstances were exacerbated by the HECC and the local workforce development boards having distinct and different reporting timelines and requirements for their P10K reports.¹⁹ The HECC and the local workforce development boards collaborated in summer 2023 to align data definitions and plans for the reports each party is responsible for. These efforts have resulted in improved clarity and consistency in data collection and reporting.

The HECC program administrator proved to be instrumental in supporting those who are offering and coordinating P10K. Similar to all the other Future Ready Oregon programs, the P10K program administrator is full-time and dedicated to supporting the local workforce development boards in their implementation activities related to P10K programming and funding. Although the P10K program administrator was not hired until early January 2023, they provided immediate technical assistance and facilitated frequent communication among the local workforce development boards and with other HECC Future Ready Oregon staff.

Oregon's nine local workforce development boards worked expediently to implement the P10K program. They strengthened workforce development services with existing partners, forged new partnerships, and sought to identify what barriers Priority Populations were facing in accessing and benefitting from workforce development opportunities. All nine local workforce development boards balanced these needs in some way, employing different methods to invest the first round of funding which would best suit their respective regions. The differences in their strategies were influenced by the unique communities they serve, the composition and size of regional businesses and industries, and the capacity of both the local workforce development boards and partner organizations to offer workforce development services.

Conclusions

Oregon's local workforce development boards implemented P10K swiftly and deliberately under a very tight timeframe. They conducted community engagement, awarded grants, built new partnerships, and served almost 4,000 Oregonians, 94 percent of whom identify with at least one Priority Population (among those for whom we have such data). Moving forward into the second round of the P10K funding, local workforce development boards are planning to continue the focus on the advancement of equitable education and training opportunities for marginalized communities.

¹⁹ The local workforce development boards are required to provide a joint report to the WTDB by October 31 about the P10K only. The Higher Education Coordinating Commission is required to provide a comprehensive report on Future Ready Oregon to the Legislative Assembly by December 31.

Congratulations to Jeff, Douglas County's Engineering Technician II!

Jeff Lounsbury is a Veteran who began his employment journey through WorkSource Douglas in December 2022 when his position at Roseburg Forest Products was interrupted due to having to take unpaid medical leave, as his employer was not able to accommodate his light-work duties for returning to work. As he had to change his career trajectory, Jeff entered WorkSource to determine how to sustain his basic living expenses without an income, while he pursued his training and employment goals.

Being unable to return to work, Jeff recalled having Trade Act (TAA) benefits and reached out to Trade Act to see if they could assist. Jeff spoke with Jaymes Tadlock, TAA Navigator, out of Rogue Valley who was filling in for Cindy Ferner. Upon researching the petition, it was discovered that Jeff was in suitable employment with the trade-affected employer and was not eligible at that time for TAA benefits. As Jaymes was not able to assist with TAA benefits he actively started looking for ways to braid services and find partners that could assist the jobseeker.

Jaymes then contacted Tracy Henderson, Career Development Coordinator (CDC), and Shardell

Johnson, WSO Business Specialist, to schedule an appointment and provide a warm hand-off. Shardell and Tracy met with Jeff to get a better understanding of what he was looking for and how he could be supported. Jeff was encouraged to apply for Unemployment Insurance (UI), along with Oregon Health Plan (OHP), and Supplemental Nutrition Assistance Program (SNAP) benefits to assist with basic needs.

He was also connected with a Snap Training and Employment Program (STEP) Coach, Amber McDow, who worked with Jeff on necessary steps prior to engaging with Minja Maksimovic with South Coast Business (SCB), a Title I partner that had funding that could help with housing. It was necessary to document that Jeff would be able to sustain himself for SCB to assist with basic needs for three months. Jeff was interested in teaching and he held a bachelor's degree. As such, the team connected him with EduStaff who hires substitute teachers. Amber, the STEP coach worked with Jeff, and the STEP program was able to pay for his fingerprints, background check, and teacher's license.

With the plan in place for Jeff to be able to sustain his basic living expenses, Minja was able to support him with Prosperity 10K funding through SCB. While moving Jeff forward with substitute teaching, he became eligible for unemployment benefits, which then made him eligible for TAA benefits. TAA was able to support him with a computer which saved him on fuel as he no longer had to drive 30 miles to come into WSO to use the computers. In the meantime, Tracy ran across an opening with the county for an Engineering Technician II position that would fit Jeff's skillset perfectly. In turn Tracy assisted Jeff with applying for the position, and as of August 22nd, Jeff obtained his career goal and is now gainfully employed as an Engineer Technician II earning 22.93/hr. with full benefits.

Jeff is extremely grateful for all of the assistance that he received; He stated that without the wraparound support services and encouragement he received from the WorkSource Douglas team, he would not have had the supports to become both housed and gainfully employed.



Left to right: Shardell Johnson—WSO Business Specialist, Amber McDow— WSO Business & Employment Specialist 2, Jeff Lounsbury, Robert Petchell— WSO Douglas Manager, Tracy Henderson-WSO Career Development Coordinator, Cindy Ferner— TAA Navigator, Minja Maksimovic-South Coast Business

Meet Brandon! After retiring from his former job, Brandon wanted to become a Commercial Truck Driver. A friend suggested **WorkSource Rogue Valley** where a Career Coach helped him research local schools and obtain a **scholarship** with the Oregon **Prosperity 10,000 Fund** and **USDA STEP/SNAP Program**. They also helped him with **gas money** to pay for his travels between home and school.

Brandon was impressed with how **respectful** and efficient the staff were. They **assisted** him with the paperwork, study guides for his **NCRC** test, and they "always kept me up to date with my **success**".

Once Brandon completed his Commercial Driver's License (**CDL**) training, his Career Coach guided him through the **employment** search. He is now working for a Construction Company as a Heavy Equipment Operator.

Want to learn more?

RogueCareers.org



Need help getting started?

WorkSourceRogue.org

worksource | OREGON
Rogue Valley

2.C. POSTSECONDARY CAREER PATHWAYS

Included in the Future Ready Oregon (SB 1545, 2022) investment was a \$14.9 million allocation to the Higher Education Coordinating Commission (HECC) to administer the Community College Postsecondary Career Pathways program. The majority of these funds (\$14.2 million) delivered financial support to community colleges for the purpose of expanding Career Pathways programs and providing direct support to Career Pathways students. This investment allowed for community colleges to build capacity and infrastructure necessary for expanding industry-relevant education and training while also increasing the amount of Career Pathways programming offered.

Career Pathways are programs that link education and training with intentional student support to enable individuals to secure stackable credentials specific to an occupation or industry sector. Both the student support and the sequential credentials facilitate student transition from high school to community college, from pre-college courses to for-credit postsecondary programs, and from community college to university or employment. They are an integrated approach to student success based on intentionally designed and structured educational experiences, which guide students from their point of entry to the attainment of high-quality postsecondary credentials and careers based on nationally recognized evidence-based practices.

Oregon's Career Pathways programming began with five community colleges in 2004. By 2007, all 17 community colleges had begun participating in the initiative. Community colleges have made continual improvements to Career Pathways programs and have provided evidence that the Career Pathway programming model is associated with increased credential completion as well as gainful employment.²⁰

Four essential features help operationalize Career Pathways programs; the following is quoted from the official definition of Career Pathways in Oregon:

- “Well-connected education, training, support services, and credentials which have been carefully developed through key relationships with faculty, industry, career and technical education (CTE), apprenticeships, workforce development and education partners. These relationships help align local priorities and/or labor market need with Career Pathways programming.
- Multiple entry points that improve equity and access for diverse populations, including individuals with barriers to education.
- Multiple exit points at progressively higher levels of education and training that align with subsequent entry points and lead to gainful employment.

²⁰ <https://www.oregon.gov/highered/institutions-programs/ccwd/Pages/career-pathways.aspx>

- Stackable credentials that prepare students for additional industry-recognized credentials, occupational licenses, or credentials with labor market value.”²¹

Community colleges determine which students are Career Pathways students, as they define what services are included in intentional student support and which courses are part of their Career Pathways program. A student is considered a Career Pathways student if:

1. The student receives intentional student support within the academic year and
2. The student is enrolled in a CTE course that is part of one of the designated pathways beyond the drop date, which is generally enrollment past the fourth week of the quarter.

Review of Implementation

HECC’s Office of Community College and Workforce Development (CCWD) administered the Future Ready Oregon investment in Postsecondary Career Pathways. CCWD was already working with the community colleges on their Career Pathways programs, including with funding for the 2021-2023 biennium. The Future Ready Oregon investment was in addition to 2021-2023 biennium funding designated specifically for Career Pathways that all Oregon’s community colleges received. As noted in the Year One Annual Report for Future Ready Oregon, grants CCWD released a request for applications and notified community colleges of their award in the first quarter of 2022, with grant agreements signed in summer 2022. Each college was awarded a different amount based on a funding formula with three factors:

- All community colleges received a base of \$300,000.
- All community colleges received additional funding based on the number of fulltime equivalent students (FTE) served by the college.
- Smaller colleges with less than 5,000 FTE were provided additional funding as they receive less tuition revenue despite having similar administrative costs as larger colleges.

Community colleges reported using the additional \$14.2 million investment to expand existing Career Pathways programs, develop particular outreach efforts for Priority Populations,²² build or expand curriculum related to focus industries, and upgrade technology and equipment in Career Pathways CTE programs. A few colleges invested in strategies that assisted Adult Basic Education students in matriculating into Career Pathways programs. Finally, some colleges strengthened their efforts to recruit and support students and collaborated with community-based organizations (CBOs), workforce agencies, and other partners to maximize enrollment and support to students, especially students from Priority Populations.

²¹ <https://docs.google.com/document/d/1JUYHwP71FPd02B5osFwNTs4cNNVgAuPkcX9hgEbs8/edit>

²² Priority populations include communities of color; Women; Low-income communities; Rural and frontier communities; Veterans; Persons with disabilities; Incarcerated and formerly incarcerated individuals; members of Oregon’s nine federally recognized Native American tribes; Individuals who disproportionately experience discrimination in employment on the basis of age; and Individuals who identify as members of the LGBTQ+ community.

Students Supported

From July 1, 2022, through June 30, 2023, 3,354 Career Pathways students were directly served by the Future Ready Oregon investment. Some colleges did not leverage the Future Ready Oregon funding with the biennium Career Pathways funding and kept the two funding streams separate. Therefore, during the 2022-23 academic year, there were more than 3,354 students enrolled in Career Pathways program.

Community colleges served large proportions of students who identify with one of nine Priority Populations; the data were not sufficient to identify students in the tenth Priority Population, low-income students. Table 2.C.1 below shows the number and percentage of Career Pathways identifying with different Priority Populations, among those for whom we have this data. almost all—96 percent were from at least one of nine Priority Populations.²³ Oregon’s community colleges served a higher proportion of students of color (43 percent) with Career Pathways programming compared to Oregonians of color who were 18 and older in 2022 (27 percent).²⁴ These results show only the Career Pathways students who were supported by Future Ready Oregon and only those who reported data on their personal characteristics. We excluded students who did not report their characteristics from the denominator to calculate these percentages. This is because a substantial number of students did not respond, particularly in the first rounds of data collection. More detail can be found at this end of this Chapter in Assessment and Accountability.

²³ Data reported for income status was not reliable and therefore is not included in this year’s report.

²⁴ U.S. Census, American Survey, B05003B-I:

<https://data.census.gov/table/ACSDT1Y2022.B05003I?t=Race+and+Ethnicity&g=040XX00US41>.

Table 2.C.1: Number of Career Pathways Students Who Directly Benefited from Future Ready Oregon Investment from July 1, 2022, through June 30, 2023, by Priority Population.

Priority Populations	Number Served	Percent of Total
By Race/Ethnicity		
Asian American/Asian	61	2%
Black/African American	82	3%
Native American/Alaska Native	61	2%
Native Hawaiian/Pacific Islander	18	1%
Latino/a/x/Hispanic	607	21%
Multi-racial	418	14%
White	1,656	57%
By Gender		
Female	1,834	56%
Male	1,432	44%
Non-Binary	19	1%
Federally Recognized Tribal Member in Oregon	34	3%
Veteran	384	14%
Person with a Disability	208	16%
Person Identifies with LGBTQA+ Community	128	14%
By Age		
Ages 24 and Younger	1,293	39%
Ages 25-39	1,276	38%
Ages 40 and Older	785	23%
By Geography		
Frontier	222	10%
Rural	1,107	48%
Urban	976	42%
Incarcerated or Formerly Incarcerated	128	13%
Low Income	N/A	N/A

Source: HECC analysis of Future Ready Oregon participant data.

Note: The percentages shown exclude participants who did not disclose data related to Priority Population identity.

Qualitative reports from community colleges indicate that Career Pathways programs scaled up significantly to serve current and future students through education and career with the Future Ready Oregon investment. Community colleges reported they were able to upgrade equipment, tools, and technology in Career Pathways CTE programs to become consistent with what employers are using. They prioritized the programs that lead to high-wage jobs in high-demand industries like healthcare, manufacturing, construction, and technology. This substantial investment will reach both current and future students, preparing them with the skills and competencies needed by employers.

Currently, the HECC cannot determine the credential completion rate for students who were enrolled in Community College Postsecondary Career Pathways during the 2022-23 academic year. Completion data is not available until late 2023. However, many of the colleges qualitatively reported increases in persistence and completion rates of students completing Career Pathway Certificates or industry-recognized credentials. Credential completion rates will be available in future reporting on Career Pathways.

Lessons Learned

Colleges reported several challenges with the initial implementation activities for the Future Ready Oregon investment in Postsecondary Career Pathways. Community colleges identified that the requirement to expend funds from October 2022 to June 30, 2023, was difficult to meet due to the short timeframe. This difficulty was further compounded for some colleges given the time it takes to hire and procure equipment needed for many of the CTE fields in Career Pathways.

Some community colleges reported that the requirement to submit participant-level data on a quarterly basis was a significant burden. The data reporting for Future Ready Oregon was additional to community colleges' regular student-level data submissions and the smaller data collection underway for Career Pathways prior to Future Ready Oregon. Additionally, some data specifications were finalized by the HECC in October 2022, delaying colleges' collection procedures from being finalized for a couple months.

Another complexity with the data was the limitations around measuring the impact of outreach and infrastructure investments. Such investments typically have benefits that are realized later; they are part of systemic change that continues well beyond the life of a program. In this case, the program time period was particularly short because the Future Ready Oregon grants for Career Pathways did not extend past June 30, 2023. The short timeframe of the grants meant that community colleges were only expected to collect and submit Career Pathways data for the 2022-23 academic year. Investments made to recruit students, especially those from Priority Populations, would likely continue to have impacts well after June 2023. Similarly, when the community college used funding to update equipment for a Career Pathways program and other students benefited too, those non-Career-Pathways students were not included in the Future Ready Oregon data. In sum, investments made to build capacity for Career Pathways programs are well suited to creating systemic change beyond the individuals identified as benefitting from the investment in the first year.

Implementing data collection procedures for the Future Ready Oregon Career Pathways investment also revealed the need to align inconsistent data collections across regular submissions of student data and multiple supplemental funding streams. Career Pathways programs had different reporting needs under prior funding than the needs of Future Ready Oregon, both regarding what data to collect and how to define Career Pathways students. Moreover, both of these collections were supplemental to the regular student data that the colleges submit to the HECC. The short timeline in which data collection procedures had to be established and data had to be reported added to the challenge of aligning these collections, both for the colleges and the agency. Work remains to be done, and in the coming years, Career Pathways data collection should become fully integrated into the regular ongoing student and course data submissions to the agency, and data quality needs to be monitored.

The Future Ready Oregon legislation also funded a full-time grant/program administrator dedicated to Career Pathways, which proved to be invaluable for working with colleges to implement the new investment. The staff member serves on both the Future Ready Oregon team and on the CCWD team, coordinating work across the two groups. The program administrator was able to provide immediate technical assistance to the colleges and facilitate communication among the colleges about challenges and best practices. Moreover, the integration between both the Future Ready Oregon team and the CCWD team facilitated alignment in grant administration.

Conclusion

Oregon's community colleges have been offering Career Pathways programs for more than a decade. The Future Ready Oregon investment allowed community colleges to expand current Career Pathways programs and create new and/or expanded student support services to serve more students, especially students from Priority Populations. The investment served more than 3,300 additional students, not including those who will benefit from infrastructure and outreach investments well into the future. Community colleges were also able to collaborate with more community-based partners and assess recruitment and outreach models to make system changes in how they reach communities that are or have been underrepresented. While the initial impact of the Future Ready Oregon investment in Community College Postsecondary Career Pathways has been significant, the improvements to these programs are expected to have long-term impacts on the equity of access to Career Pathways programs.

2.D. REGISTERED APPRENTICESHIPS

The Oregon Bureau of Labor and Industries (BOLI) Apprenticeship and Training Division (ATD) was allocated \$18.9 million in Future Ready Oregon (SB 1545, 2022) funding to administer the Future Ready Oregon Registered Apprenticeship Program. These funds are intended to provide financial support to accelerate innovation in the development, expansion, and implementation of healthcare and manufacturing apprenticeships and to support the development of pre-apprenticeship training programs in healthcare, manufacturing, and construction.²⁵

The Future Ready Oregon legislation identifies the types of organizations eligible to apply for Registered Apprenticeship Program grant funding and identifies the allowable grant activities for the Future Ready Oregon award. The grant awardees must be CBOs, labor organizations, local workforce development boards and other entities that develop these apprenticeships and pre-apprenticeship training programs, such as community colleges. The allowable grant activities are:

- To pay the costs of convening employers in health care and manufacturing.
- To recruit and conduct outreach for apprentices.
- To provide tuition and fee assistance to program participants.
- To pay the costs of tools, supplies and equipment and other training-related costs.
- To pay for technology supports, including broadband services.
- To provide apprentices with supports and services that are equivalent to the supports and services available to apprentices who perform work on a bridge or highway projects.
- To develop uniform standards for new registered apprenticeship and pre-apprenticeship training programs.
- To develop a curriculum and standard courses of study for the instruction of apprentices.
- For any other activities that BOLI deems necessary to support the expansion of registered apprenticeship and pre-apprenticeship training programs and to support overall increased program participation, with an emphasis on increased participation by women and individuals from communities of color.

The Oregon State Apprenticeship and Training Council (OSATC), under the administration of the ATD of the BOLI, is the governing body that approves new apprenticeship committees, programs, and policies. It also makes the final decision on grant awards for the Future Ready Oregon Registered

²⁵ Apprenticeships are opportunities for apprentices to gain experience, training, and mentorship while working in the field. Pre-apprenticeships prepares pre-apprentices for the next step in their career with a variety of experiences including simulated labs, field trips, and guest speakers. <https://www.oregon.gov/boli/apprenticeship/pages/pre-apprenticeship-programs.aspx#:~:text=Hands%2Don%20training,.field%20trips%2C%20and%20guest%20speakers>.

Apprenticeship Program, informed by the recommendations of an evaluation committee convened specifically for this grant program.

Any awards for new pre-apprenticeship and registered apprenticeship programs must be approved by OSATC before they can become registered by BOLI. This process applies to all new pre-apprenticeship and registered apprenticeship programs and is lengthy and intensive, requiring multiple steps to become approved. Each apprenticeship must research and prepare for registration, document the administration of the proposed apprenticeship program, design the program, and then apply for approval with OSATC.²⁶ OSATC only meets quarterly, and all application materials must be submitted to BOLI for review 45 days prior to the OSATC meeting. Each of these steps include multiple items and activities, making the length of the entire process to get registered approximately nine to twelve months long with significant development and collaboration with ATD.

Overall, ATD administered three rounds of Future Ready Oregon funding and are in the process of the fourth round of funding. OSATC awarded (and will award, in the case of the fourth round) the Future Ready Oregon apprenticeship grants on a competitive basis based on recommendations from evaluation committees convened for each round. Once OSATC approved the awards, proposed new apprenticeship and pre-apprenticeship must still go through the approval process to become registered.

The evaluation criteria for all four rounds of applications included: ensuring the proposed programs of the apprenticeships or pre-apprenticeships are within the healthcare, manufacturing, or construction (pre-apprenticeship only) industries; have defined measurable outcomes; identify and engage the Priority Populations²⁷ they serve; and have a well-defined proposal for implementation. Table 2.D.1 shows the number of applicants, the number of awards, and the dollars awarded in each round of funding.

Table 2.D.1: Registered Apprenticeships Applications

Round	Number of Applicants	Number Awarded	Total Amount Awarded
Round One	20	10	\$3,394,887
Round Two	22	19	\$5,987,032
Round Three	54	20	\$7,235,520
Round Four	22	5	~ \$1,300,000

Source: Future Ready Oregon program materials.

²⁶ <https://oregonapprenticeship.org/wp-content/uploads/2021/02/Start-an-Apprenticeship-Program-in-Oregon.pdf>

²⁷ Priority populations consist of communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon’s nine federally recognized Native American tribes; individuals who disproportionately experience discrimination in employment on the basis of age; and individuals who identify as members of the LGBTQ+ community.

Rounds One, Two, and Three

As reported in the Future Ready Oregon, Year One Report in December 2022, ATD was swift to issue a Request for Proposals (RFP) to award grant funds. The first RFP was released on May 2, 2022, and closed on June 2, 2022. OSATC made award decisions in July 2022. The second RFP was open from August 2, 2022, to September 2, 2022; OSATC made the award decisions in October 2022.

ATD offered application and post-award processes for the first three rounds of funding that involved multiple opportunities for potential applicants to work with ATD. ATD held multiple training sessions and posted those recordings to their website during the open application period. In addition, they met individually with potential applicants who indicated they would be applying for funding to thoroughly explain the goals of the Future Ready Oregon apprenticeship program and the importance of clear, focused outreach strategies to Priority Populations.

OSATC awarded the Future Ready Oregon apprenticeship grants on a competitive basis based on recommendations from the evaluation committees. For the first two rounds of funding, the evaluation committee convened to review applications and provide recommendations to the OSATC for approval/denial to fund the awards. The evaluation committee consisted of four members: one member of OSATC, a representative from BOLI, a public member who has either large grant funding or fiscal experience, and the ATD Director.

The primary reasons some proposals were not funded, especially in the first two rounds, were a lack of understanding of apprenticeships and pre-apprenticeships, a lack of detail in outreach strategies to Priority Populations, and little to no plan for the sustainability of the program beyond the scope of Future Ready Oregon funding. ATD provided the feedback to the organizations, worked with them to strengthen their application, and invited them to apply in subsequent rounds.

The third round opened on November 4, 2022, and closed on March 10, 2023. ATD chose to have an extended awarding timeframe for the third round to accommodate the time it takes organizations newer to apprenticeships and pre-apprenticeships to learn what is required and how best to serve Priority Populations. ATD wanted to be sure that time was extended to work with potential applicants interested in developing and expanding apprenticeships and pre-apprenticeships, a lesson learned from both the two previous rounds of awarding.

Each month, beginning in December 2022, the evaluation committee reviewed the round three submissions. If there were fewer than five submitted applications and/or the total sought from the applications was less than \$1.5 million, then the applications would be rolled over into the next month to be reviewed—each month representing a cycle. The evaluation committee for Round Three was revised to add four members of the public with experience in workforce development, apprenticeships, and/or experience in construction, healthcare, and manufacturing industries, rather than just one as in the previous rounds. Adding these additional industry subject matter experts helped improve alignment between the awarding process and industry needs. These subject matter

experts were able to guide and recommend investments across the state of Oregon to better support the industries.

Thirteen of the 49 awards were focused on only developing the apprenticeship or pre-apprenticeship program and were not intended to serve participants. Twenty-two grants expanded existing apprenticeship programs and sixteen were focused on both developing and implementing new programs. Six of the 49 awards focused on developing pre-apprenticeship or apprenticeship programs as well as funding to pay operational costs of offering the apprenticeship and pre-apprenticeship and providing wrap-around support for apprentices and pre-apprentices. Table 2.D.2 shows the number of awards in Round One, by type of apprenticeship activity and industry sector.

Table 2.D.2: Number of Round One to Three Awards by Type and Industry, July 2022 – June 2023

	Construction	Healthcare	Manufacturing
Development Only	5	4	4
Development and Apprenticeships	0	1	0
Development and Pre-apprenticeships	3	0	2
Pre-Apprenticeships	20	0	1
Apprenticeships	0	4	5

Source: HECC analysis of Future Ready Oregon program materials.

As shown in Table 2.4.2 above, most of the grant awards were to offer and/or expand the pre-apprenticeship training specific to Oregon’s construction industry. More than half (55 percent) of the awarded grant funding was allocated to these construction-related grants. The second largest investment (29 percent) was to support healthcare pre-apprenticeship and apprenticeship programs, although the healthcare industry had the fewest grantees. Healthcare grantees were thus awarded more funding on average. The twelve manufacturing grants were allocated 16 percent of the total funding (See Table 2.D.3.)

Table 2.D.3: Number of Future Ready Oregon Registered Apprenticeship Grants by Industry and Amount

	Construction	Healthcare	Manufacturing
Number of Grants Awarded	28	9	12
Dollars Allocated	\$9,198,602	\$4,811,537	\$2,607,300

Source: HECC analysis of Future Ready Oregon program materials.

Based on the awarded applications from the first three rounds, the Future Ready Oregon Registered Apprenticeship program expects to serve almost 2,000 Oregonians. Ten of the 14 grantees reported data on participants and services for July 2022 through June 2023 due to rolling implementation timelines, i.e., the time and costs to develop apprenticeships and pre-apprenticeship programs and

then enroll participants in the programs. The 10 awardees that had developed programs and begun directly serving Oregonians served 316 people between July 1, 2022, through June 30, 2023. Among those served, 86 percent were from one of nine Priority Populations.²⁸ (See Table 2.D.4.)

Table 2.D.4: Number and Percent of Participants Served with Round One to Three Awards, July 2022 – June 2023.

Priority Populations	Number Served	Percent of Total
By Race/Ethnicity		
Asian American/Asian	11	4%
Black/African American	22	7%
Native American/Alaskan Native	--	
Native Hawaiian/Pacific Islander	--	
Latino/a/x Hispanic	93	30%
Two or More Race	36	12%
White	138	44%
By Gender		
Female	90	29%
Male	213	68%
Non-Binary	12	4%
Federally Recognized Tribal Member in Oregon	--	
Veteran	--	
Person with a Disability	20	15%
Person Identifies with LGBTQA+ Community	33	16%
By Age		
Ages 24 and Younger	212	67%
Ages 25-39	61	19%
Ages 40 and Older	42	13%
By Geography		
Frontier	10	3%
Rural	55	18%
Urban	248	79%
Incarcerated or Formerly Incarcerated	19	12%
Low Income	N/A	N/A

Source: HECC analysis of Future Ready Oregon participant data.

Note: The percentages shown exclude participants who did not disclose data related to Priority Population identity.

²⁸ Data reported for income status was not reliable and therefore is not included in this year's report.

For those apprenticeship and pre-apprenticeship programs that had begun enrolling participants, most participants were enrolled in workforce development training (78 percent), followed by career coaching (58 percent), and general career exploration (53 percent). The overall service/program completion rate is 91 percent.²⁹ Table 2.D.5 shows the type of service in the programs, the number of participants enrolling in the service, and the service completion rate.

Table 2.D.5: Participation and Completion Rate by Service Type, July 2022 through June 2023

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Service Completion Rate
Workforce Development Training	245	78%	245	86%
Career Coaching	183	58%	191	93%
General Career Exploration	168	53%	175	93%
Paid Work Experience	120	38%	120	93%
Recruitment and Engagement Services	115	36%	115	92%
Job Placement Services	115	36%	115	92%
Early Career Skills	53	17%	59	98%
On-the-Job Training*	23	7%	23	--
Tuition and Fees Assistance	76	24%	98	--
Wraparound – Other	118	37%	118	--
Wraparound – Stipend	115	36%	115	--
Wraparound – Transportation	70	22%	70	--
Wraparound – Food Assistance	66	21%	66	--
Wraparound – Tools, Supplies, Uniform, Technology	52	16%	60	--
Wraparound – Childcare	--	--	--	--

Source: HECC analysis of Future Ready Oregon participant and service data.

* Participants who received on-the-job-training were still enrolled in the program.

The Future Ready Oregon Registered Apprenticeship investment allowed for wraparound support services and resources to be provided to apprentices and pre-apprentices. Sixty-three percent of participants (199) received wraparound support services, such as covering the costs of transportation, tools, and technology, and/or tuition and fees. Table 2.D.6 below shows the type of support service and the respective funds allocated.

²⁹ This program completion rate excludes wraparound support services and tuition and fees. It also excludes on-the-job training because all 23 participants were still enrolled in the program on June 30, 2023.

Table 2.D.6: Support Services and Allocation of Funds Offered by Registered Apprenticeship Program, by Type of Service, July 2022 through June 2023.

Wraparound Support Service	Amount Allocated
Tuition and Fees	\$38,070
Wraparound – Tools, Supplies, Uniform, Technology	\$26,639
Wraparound – Transportation	\$9,774
Wraparound – Other	\$5,600
Wraparound – Food Assistance	\$2,633
Wraparound – Childcare	\$1,238

Source: HECC analysis of Future Ready Oregon expenditure data.

Some of the grantees did not spend all of their awards due to the lengthy process of becoming a registered apprenticeship and pre-apprenticeship. In addition, one grant was terminated. This left unallocated General Funds. ATD received General Funds in the 2023-25 biennium for these 2021-23 unallocated funds, and this added fourth round of competitive funding.³⁰ Thus, the Registered Apprenticeship Program allocated general funds in the 2023-25 biennium as well, while other Future Ready Oregon programs allocated general funds only during the period from March 2022 through June 20, 2023.

Round Four

Significant changes were made to the Round Four grantmaking process based on lessons learned in the first three rounds. The fourth round of grantmaking was made more individualized and provided structured support to improve potential applicants’ understanding of the process of registering an apprenticeship or pre-apprenticeship program. Additionally, the awards were capped at \$300,000 because of the limited funds remaining and how difficult it was for awardees from the first three rounds to spend their full award amount within the 12-month period of performance.³¹ Additional restrictions on proposed budgets included a cap of 30 percent of the budget for equipment and required disclosure for any expense over \$2,500. These changes were designed to discourage applicants who were seeking ways to upgrade equipment and to benefit applicants who were seeking to expand and build new apprenticeship and pre-apprenticeship programs.

ATD issued a Request for Grant Applications (RFGA) rather than a Request for Proposals (RFP) based on the advice of the legal counsel at Oregon Department of Justice. Additionally, ATD separated the application process into two parts to provide more structure to the application process. In Part 1 of the application process, applicants provided a relatively high-level overview of applicants’ vision for the project, including organizational information and eligibility, particular industry and occupation, Priority Populations to be served, project needs, goals, activities, key project partners,

³⁰ <https://www.oregonlegislature.gov/lfo/JWM%20Documents/2023-25%20Co-Chair%20Budget%20Framework.pdf>

³¹ In rounds 1-3, there was no limit on budget requests or award amounts.

and a budget outline. In Part 1, applicants also submitted staff lists and a list of their Board or Trustee members, if applicable. ATD staff reviewed the applications to confirm eligibility for a Future Ready Oregon award and make sure the application was complete. If those criteria were satisfied, then applicants were invited to submit Part 2 of the application.

For Part 2, applicants were asked to provide additional organizational information about the proposed program outreach to Priority Populations, including prior experience working with identified populations, project timelines, outcomes, budget, and the applicant organization's capacity and experience to successfully execute grant deliverables. ATD provided applicants with templates for both the project plan and budget. Applicants were also required to include signed letters of support from all key partners. Applicants proposing a pre-apprenticeship program were also required to submit a minimum of one signed memorandum of understanding (MOU) with a BOLI-certified registered apprenticeship program, signed Applicant Certification Form, applicant organization tax returns from the past two years, and financial audit from within the past three years.

ATD received 22 applications for grant awards from September 22, 2023, through October 6, 2023. After review, 12 were invited to participate in Part 2. Part 2 opened on October 20, 2023, and closed on November 3, 2023. At the time of this report, ATD staff was in the process of reviewing all applications submitted in Part 2 to ensure each applicant had submitted a completed application. If satisfactory, ATD will then submit the completed applications to the evaluation committee for review. Applications will then proceed to the evaluation committee, which will have a composition that mirrors the evaluation committee in Round Three.

Lessons Learned

Throughout the awarding process, ATD identified lessons learned and made rapid changes in response. One of the primary lessons learned was the importance of working one-on-one with applicants to make sure organizations understand apprenticeships, have outreach strategies to Priority Populations, and have a sustainability plan for the program beyond the scope of Future Ready Oregon funding.

Another lesson learned concerned informing applicants of insurance requirements early in the awarding process. To support applicants, ATD compiled a list of insurance providers for applicants to contact to expedite the insurance process and relieve some of the burden from them.

Future Ready Oregon Registered Apprenticeship grantees reported that the flexibility in allowable costs was a tremendous opportunity for them to better serve participants. Future Ready Oregon dollars could be used for a wide range of activities, including planning and developing the program, administration costs for the program registration process, direct funding to apprentices or pre-apprentices in the form of paying for tuition and fees, and many wraparound support services—such as providing tools, uniforms, and funding for food assistance and transportation—that make participation feasible based on the unique needs of the person, especially those from Priority Populations.

Another lesson learned was that developing, expanding, and implementing healthcare and manufacturing apprenticeships as well as developing pre-apprenticeship training programs in healthcare, manufacturing, and construction takes a significant amount of time and was extraordinarily difficult to do within a single year. These timelines provide grantees only a narrow window in which to build and launch their programs. ATD suggested that 24 months would be more reasonable, especially to offer additional support to organizations that are new to apprenticeships but already serve Priority Populations in other ways and could advance the goals of Future Ready Oregon for Priority Populations.

Conclusion

The Future Ready Oregon Registered Apprenticeship program is a prime example of continuous improvement. ATD implemented the Future Ready Oregon Registered Apprenticeship Program quickly, offered four rounds of funding in 18 months. After each round, they identified areas to improve their reach to all regions of Oregon, Priority Populations, and type of apprenticeship and pre-apprenticeship programs. They conducted extensive outreach to encourage applications from new and existing partners and from across the state. They worked diligently with applicants, often one-on-one, to ensure they understood the requirements as well as provide technical assistance.

By June 30, 2023, 10 apprenticeship and pre-apprenticeship programs began serving Oregonians, which is indicative of the length of time it takes to get the apprenticeship and pre-apprenticeship programs developed and registered before they can serve Oregonians. These 10 grantees served over 300 participants, among whom 86 percent were from at least one Priority Population.

2.E. YOUTH PROGRAMS

The Oregon Department of Education (ODE), Youth Development Oregon (YDO) was allocated \$10.5 million total to administer the Future Ready Oregon Youth Programs. This \$10.5 million investment expands YDO's existing programs by providing funding for expanded workforce readiness and reengagement services including outreach, academic remediation, diploma and GED completion, mentoring and coaching, career exploration, paid work experiences, job placement and coaching, and industry-recognized credentialing. This section of the report describes the grant-making approaches, number and characteristics of the youth served, and types of services offered to youth in the first year of the program.

YDO is in a unique position to administer the Future Ready Oregon Youth Programs because of its role in Oregon's education system. The Youth Development Council, which is the governing council of YDO, is charged with developing statewide youth development strategy and policy and administering funding to community and school-based development programs, services, and initiatives for youth ages 6-24 in a manner that supports educational success and career and workforce development, promotes protective factors, prevents justice system involvement, reduces high risk behaviors and is measurable and accountable. Moreover, YDO has existing grant programs that support high quality community-based workforce readiness programs for youth ages 14-24 who are disconnected from education and employment. This work is similar to what is outlined in the Future Ready Oregon legislation pertaining to Youth Programs, which allowed Future Ready Oregon leverages this existing program and partnership infrastructure to advance innovation and outcomes in the short-term.

Review of Implementation

The Future Ready Oregon Youth Programs funding was split into the following portions: 1) \$3.5 million in General Funds to be spent no later than June 30, 2023³² and 2) \$7 million in American Rescue Plan Act (ARPA)³³ funding to be spent no later than June 30, 2026. YDO conducted extensive outreach to build awareness of the Future Ready Oregon funding opportunity and set expectations about recruitment and engagement of youth from Priority Populations.³⁴ This included outreach to Oregon's Tribal Nations, counties, community-based organizations (CBOs), community colleges, school districts, and educational service districts. The first round of funding was allocated to grantees through a Request for Applications (RFA) process that opened in June and closed in August of 2022. Consistent with the legislation, applications had to focus on paid work experiences, job

³² The total amount of General Funds allocated in Round One was \$3,345,806; \$154,194 was used for administrative costs associated with administering the program, including full-time salary of the program/grant administrator.

³³ The total amount of ARPA funds that will be allocated in Round Two was \$6,736,649; \$263,351 was set aside for administrative costs associated with administering the program, including full-time salary of the program/grant administrator.

³⁴ Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon's nine federally recognized Indian tribes; individuals who disproportionately experience discrimination in employment based on age; and Individuals who identify as members of the LGBTQ+ community.

placement and coaching, or credentials and certifications. YDO's youth program services are not limited to the three core industries that other Future Ready programs are statutorily required to emphasize (e.g., the manufacturing, healthcare, and technology industries).

YDO received 51 eligible applications that cumulatively supported all the Future Ready Oregon Priority Populations except veterans and older individuals (due to YDO's focus on youth). YDO awarded Round One funding to 26 organizations; grants were capped at \$150,000 for any single organization. YDO staff also met with most of the 25 eligible grantees who were not awarded funding to review their application and provide direct assistance to improve their proposal for the next round of funding.

Round One Projects and Participants

YDO Round One grants supported a variety of community-based workforce readiness programs for youth ages 14-24 who are disconnected from education and employment. In total, grantees served 1,141 youth from July 1, 2022, through June 30, 2023. Only a handful of Round One grants focused primarily on credential attainment, though some services offered the completion of educational and workplace certificates as an option. Among the Youth Program participants who provided information, 93 percent identified with at least one Priority Population.³⁵ Grantees served a high proportion of youth of color, youth who reported living with a disability, and youth who live in rural communities. (See Table 2.E.1.)

³⁵ The data collection process was not sufficient to identify if youth served were low-income.

Table 2.E.1: Number of Youth Program Participants Served from July 1, 2022, through June 30, 2023, by Priority Population

Priority Populations	Number Served	Percent
By Race/Ethnicity		
Asian American/Asian	21	2%
Black/African American	60	4%
Native American/Alaska Native	84	8%
Native Hawaiian/Pacific Islander	--	
Latino/a/x Hispanic	224	20%
Two or More Race	187	17%
White	536	48%
By Gender		
Female	523	47%
Male	532	48%
Non-Binary	55	5%
Federally Recognized Tribal Member in Oregon	69	12%
Veteran	--	--
Person with a Disability	189	23%
Person Identifies with LGBTQ+ Community	101	18%
By Age		
Ages 24 and Younger	1,103	98%
Ages 25-39**	21	2%
Ages 40 and Older	--	--
By Geography		
Frontier	--	--
Rural	479	44%
Urban	617	56%
Persons Incarcerated or Formerly Incarcerated	N/A	N/A
Low Income***	N/A	N/A

Source: HECC analysis of Future Ready Oregon participant data.

Note. The percentages shown above exclude participants who did not disclose their characteristics.

*Some participants were 25 by the end of the program.

**Youth are not incarcerated and therefore this demographic is not reported.

***Data on low-income was not available.

YDO report that youth served by Future Ready Oregon Youth Programs received many kinds of workforce training and services. These included essential employability skills training, job placement services and paid work experiences, and tuition and fee assistance. Essential employability skills training focus on skills that are required for employment, such as interviewing, customer service, communication, problem-solving, conflict resolution, appropriate workplace behavior, and other elements necessary for successfully obtaining and maintaining employment. Work experience, especially paid work experience, elevates youths' competitiveness when applying for a job, and YDO staff consistently identified being able to provide job placement services and paid work experience as a benefit of the Future Ready Oregon funding because these services are prohibited in most of other funding sources they receive. YDO staff report that 28 percent of Youth Program funds provided paid work experiences for youth participants.

YDO staff also report that youth served by Future Ready Oregon Youth Programs received a number of wraparound support services, including food assistance, assistance with work supplies (tools, uniforms, safety equipment/gear, technology, prepaid phone plans, testing and certification/licensing fees, help obtaining identification cards and other supplies), interpretation services, transportation support for attending training or getting to and from job sites, hygiene supplies, housing assistance, childcare support, emergency healthcare support, and wellness and social-emotional and mental health supports. YDO reports that 37 percent of Youth Program funds provided these kinds of direct support services to youth.

We are not able to identify the number of Youth Program participants receiving each type of service in this first year of funding. Through YDO worked with grantees to submit service-level data throughout their program period, they encountered a problem distinguishing among the services at the time of analysis. To resolve this issue going forward, HECC and YDO staff worked together to bring YDO grantees into the data collection system that HECC manages for other Future Ready Oregon programs and grantees.

YDO Round One grantees faced challenges in expending all of the funds they received in the short timeline for use of General Funds. Like other Future Ready Oregon programs, the Round One funding had to be expended by June 30, 2023, and some of the grant agreements between YDO and grantees were not finalized until late Spring 2023. These delays were primarily from challenges of obtaining newly required specialized insurance coverage such as Physical Abuse and Molestation coverage. The insurance requirements are state requirements and were new for many of the Round One grantees.

Round Two Funding

The second round of Youth Programs funding allocates the federal ARPA funds for use in the 2023-25 biennium. YDO identified and employed process improvements in the RFA process for Round Two funding in two ways. First, YDO reached out to workforce development providers who focus on youth to identify the challenges of organizations offering workforce development and education.

They also reached out to youth who identify as from a Priority Population, especially youth who are disengaged from employment and education, to understand their challenges. Second, YDO aligned and timed the Future Ready Oregon RFA application process and materials with the other grants it administers. This consistency allowed grantees to use the same or similar materials, frequently asked questions, and recorded information sessions as support when developing their applications.

The Round Two RFA was issued in March 2023 and closed in May 2023. For this second RFA, YDO capped awards at \$250,000 to increase the reach of the funds throughout Oregon's regions and among Priority Populations. YDO staff evaluated the RFAs in June 2023 and made award notifications in July 2023. In total, organizations submitted 56 applications that met minimum qualifications (e.g., completed application, eligible type of organization, eligible population, and scope of proposed project.). In total, these requested \$13,134,678 in funding. YDO awarded funding to 29 applications (52 percent), which allocated the entirety of the \$6,736,649 federal ARPA funds available. Since August 2023, grant agreements have been pending review by the Oregon Department of Justice, after which the funds will be available for reimbursement and must be spent by June 30, 2025. This is one year earlier than other Future Ready Oregon programs using ARPA funds.

Lessons Learned

YDO's engagement with different communities throughout Oregon is notable. The agency frequently reached out to CBOs, regional economic development organizations, Tribal communities, Oregon's educational and workforce development leaders, and other various community groups to better understand the opportunities and challenges to offering workforce development services to Priority Populations. In addition to meeting with each of the nine federally recognized Tribes in Oregon, YDO leadership held in-person and virtual meetings with community members across the state.

YDO supported applicants who were not awarded funding in Round One so that they could be more successful in their application in Round Two. As a result, applicants who did not receive grant funding in Round One and attended the feedback session YDO offered were more likely to be a Round Two grant recipient.

One of the most important lessons learned for YDO is the importance of serving as a convener of the community. YDO facilitated opportunities for grantees to connect in order to learn from each other. These conversations were so beneficial that in the Round Two RFA, YDO is requiring grantees to convene with each other on a regular basis as a condition of funding. Benefits to grantees included coordinated services for youth across grantee organizations, applying insights garnered by other organization's efforts, building knowledge about the Priority Populations, and increasing awareness of regulations and policies that impact the way grantees can serve youth.

One of the youth had a paid work experience at a small farm in Washington County called Working Theory Farm. Over time, the youth built a trusting

relationship with the staff who ran the Future Ready Oregon programming on the farm. This youth gained knowledge, skills, and abilities in using heavy equipment and learned crucial Essential Employability Skills such as working with other youth, communicating with the staff at the farm, and interacting with community members who visited the farm in a welcoming manner. Eventually, he was ready for his next career step but was unaware of opportunities available to him that fit his needs and the limitations faced by juvenile-justice impacted youth. The program manager at the farm was aware of a Future Ready construction program offered at Portland YouthBuilders in east Portland, and arranged for that program to bring a number of youths enrolled in their program to the farm to build hoop houses needed on the farm. The program manager introduced the justice-impacted youth to the staff at the construction program and was able to nurture a relationship between the two. Because the justice-impacted youth had a strong and positive relationship with the farm staff, he was able to trust that he could build an equally valuable relationship with the construction staff. The justice-impacted youth, with support from both Future Ready programs, was then able to set off on a career path by beginning a pre-apprenticeship in construction.

Increasingly, federal youth workforce funding (WIOA) has fewer allowable costs than in previous years. Paid internships or paid work experience is one of the limitations that are generally not included in allowable costs in federally funded youth workforce development programs. The ability to fund paid work experience is an important contributor to workforce development and education for youth. To capitalize on this opportunity, YDO expects this number and proportion to grow in the work Round Two grantees plan to do.

Another important aspect of flexibility with the Future Ready Oregon Youth Programs was how YDO did not have industry-specific requirements for the services they funded as other Future Ready Oregon programs had. YDO also funded credential attainment that included credentials recognized by any industry or by employers in the region. Being more industry inclusive allowed greater flexibility in serving youth and more accessibility for communities with workforce needs outside of the three core industries identified in the Future Ready Oregon statute, such as lifeguard training for youth, an in-demand occupation outside of healthcare, manufacturing, and technology.

Industries and geographic regions have specific workforce needs, these can include a high demand for jobs that are often filled by young people, such as lifeguarding. COVID-19 interrupted the pipeline flow of youth who become lifeguards, leaving a serious shortage. Across Oregon, lifeguards are required to staff pools and serve as swimming instructors so that children who recreate in lakes and rivers have the necessary swimming skills to stay safe. In addition, lifeguards are a benefit to local communities because of the emergency medical training they receive. In a small suburban-rural town in Oregon, the local YMCA had received funding from YDO to train youth to become certified lifeguards. All of the youth who began the program successfully completed the training and became lifeguards. These youth also benefitted from the additional Essential Employability Skills training they received such as communication and interpersonal skills. By offering stipends for completion of the training modules, youth could financially afford to leave their subsistence jobs and expand their skillsets – a notable barrier for disadvantaged youths. One of the lifeguards who completed the Future Ready training, while she was shopping in the local grocery store, spotted an elderly woman who appeared to be suffering from stroke symptoms. Although the youth did not know the woman, she put her lifeguarding skills to work and stabilized the woman while paramedics were called. As a direct result of her having completed the lifeguarding training that was made possible by the Future Ready Oregon Youth grant, she helped save the life of a community member.

One challenge for the Future Ready Oregon Youth Program grantees was the participant-level quarterly data collection and submission requirements for the Round One grants. The challenge resulted from the requirements to collect complex data on both the participants served and the services provided. To further complicate the challenges, HECC and YDO used different data collection templates. YDO and HECC staff worked diligently to support all grantees in submitting data. For Round Two grantees, YDO adopted HECC's data collection templates and data submission process. YDO then required the selected Round Two grantees to attend a data collection training hosted by both HECC and YDO prior to signing the grant agreement so grantees would better understand the data collection and reporting requirements.

Another lesson learned was the benefit of the collaboration of YDO internal teams with HECC and Bureau of Labor and Industries (BOLI) colleagues. These joint meetings facilitated information sharing that streamlined, expedited, and solved problems within many aspects of grant making and workforce development strategies. A few examples of these include understanding state insurance requirements and ARPA reporting requirements, sharing successful approaches to technical assistance for applicants of Future Ready Oregon funding, sharing resources and strategies for data collection, and sharing best practices and innovations for grant administration of workforce development programs. A collaboration of HECC and YDO staff resulted in a virtual workshop about essential employability skills, featuring two keynote speakers, a panel of industry experts, and breakout rooms for networking and deeper connection among participants, who included past

grantees, current grantees, and community members. The workshop was recorded and made available on multiple online platforms.

Conclusion

Overall, YDO made extensive efforts to convene relevant communities to ensure that the Future Ready Oregon Youth Programs funding was pertinent and beneficial to Oregonian youth and industry. For both rounds of grant applications, YDO engaged community partners, created a streamlined and simplified application process, and awarded successful organizations in alignment with the goals of Future Ready Oregon. The efforts appeared to pay off, as grantees served more than 1,100 youth in the first year. In the 2023-2025 biennium, YDO is looking forward to identifying the grantees' impact on employment and education gains of participants served by the Future Ready Oregon Youth Programs.

2.F. CREDIT FOR PRIOR LEARNING

Credit for Prior Learning (CPL) is a method whereby students, especially students from Priority Populations,³⁶ can earn postsecondary credit for education and training they gained outside of a traditional school setting but that contributes to an employment-related credential. In Future Ready Oregon, CPL is one of the eight programs laid out in the legislation; it allows public universities and community colleges in Oregon to build capacity and expand opportunities for students to earn such credit. All public universities and community colleges were invited to apply for the Future Ready Oregon CPL grants.

CPL did not originate with Future Ready Oregon but was an already existing program set into statute in 2012 (Oregon House Bill 4059, 2012; ORS 350.110)³⁷. The original CPL legislation directed all postsecondary institutions in the state (public, independent non-profit, and for-profit) to do six things: (a) increase the number of students awarded high-standard academic credit as it applies to a postsecondary credential, (b) expand the number and type of high-standard academic credit that can be awarded, (c) create and/or improve clear policies and methods for awarding credit and improve the practice of these, (d) create means to expand expertise in prior learning credit within and among institutions, (e) develop articulation agreements as needed, and (f) define and track measures of progress towards these goals. These mandates were not fully completed, in part because few community colleges were able to comply with the student-level and course-level data collection needed to track progress. Compliance required technical changes to colleges' data systems, and the 2012 legislation did not include funding to support standardized and updated data collection. In addition, clarity about the awarding criteria and procedures stymied data and reporting.

CPL gained renewed attention after the adoption of the Oregon's Adult Attainment Goal in 2018. Establishing options for Oregonians to earn college credit for prior learning they had completed is one strategy to support adults on the path to earning a postsecondary credential. The Adult Learning Advisory committee specifically called to "fund the credit for prior learning initiative" as one of their eight recommendations to increase educational attainment among Oregonians ages 25 and older.³⁸ The Future Ready Oregon legislation provided these one-time funds to improve CPL processes and expand opportunities in Oregon's public postsecondary education institutions. Institutions could use the funds for developing assessment criteria and practices for awarding credit, training staff in those assessment criteria, and conducting outreach to Priority Populations.

The Higher Education Coordinating Commission (HECC) issued a competitive Request for Applications (RFA) in June 2022. Of Oregon's 25 public postsecondary institutions, 14 community colleges and five public universities applied for funds, and all applications were awarded. In

³⁶ Priority Populations include communities of color, women, low-income communities, rural and frontier communities, Veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon's nine federally recognized Indian tribes, individuals who disproportionately experience discrimination in employment on the basis of age, and individuals who identify as members of the LGBTQ+ community.

³⁷ [Credit for Prior Learning, H.B. 4059, 76th Oregon Legislative Assembly, 2012 Regular Session.](#)

³⁸ [Adult Learner Advisory Committee \(2021\).](#)

September 2022, the HECC awarded funds to all institutions that applied, allocating the entire \$10 million of general fund grant dollars appropriated. The HECC finalized execution of those contracts in early October 2022.

Each community college and university that was awarded a Future Ready Oregon CPL grant engaged in creative and innovative strategies to expand and improve CPL opportunities at their institution. The timeline to expend the funds was short; CPL grants were funded with General Fund dollars and had to be expended by June 30, 2023, less than nine months after grant agreements were signed. This timeline proved to be a significant hurdle for establishing new CPL opportunities and expanding current ones and for developing and implementing outreach and recruitment to Priority Populations. Recruitment and outreach strategies were often prioritized after Many institutions focused first on expanding CPL opportunities and training faculty and staff and then on recruitment and outreach strategies in order to include the new opportunities and newly trained staff in the outreach work.

As laid out in the legislation, the funded activities of developing assessment criteria, training staff, and student outreach are designed to expand credit awarded for prior learning and to reduce barriers to earning the credit. All 19 of the public universities and community colleges who were awarded a Future Ready Oregon CPL grant were able to expand the types of credit for prior learning (CPL) offered.

Most of the public universities and community colleges invested in reviewing existing practices and identifying best practices in CPL. All but two grantees developed assessment criteria for multiple courses and 79 percent of the awarded institutions were able to create or improve a transparent CPL system for consistency across courses at their institution.

At Western Oregon University, faculty steering committees were convened in each of the programs participating in the pilot project to determine criteria for student eligibility for credit for prior learning by portfolio assessment. These steering committees identified courses and developed criteria based on the course goals or course learning outcomes. A Community of Learning, Inquiry, and Practice (CLIP) was rolled out by the Associate Provost in collaboration with the Center for Academic Innovation. All faculty who participated in the pilot project were provided training and support in quality assurance for credit for prior learning by portfolio assessment. Participating faculty participated in readings and activities to locate adopted course goals, review, and further unpack them (into objectives, for example), and develop an appropriate rubric for use in evaluating portfolios relative to the realization of the course goals. These criteria informed the development of guidelines for students to (1) determine if they would be eligible to have their portfolio reviewed by the faculty within that program as advising materials and (2) develop a portfolio to showcase their realization of the course goals for the consideration of the program faculty.

The Future Ready Oregon CPL funding was also used for faculty and staff training. Most awarded community colleges/universities (84 percent) invested in training materials and training sessions for the faculty and staff involved in the CPL materials and process. Five grantees provided CPL training to external partners, including employers, to build awareness.

Klamath Community College (KCC) offered multiple trainings for faculty, staff, employers, and several advisory committees with workforce partners regarding CPL. All KCC student advisors were trained on the administrative processes, forms, and resources, and curriculum maps available to advise students and encourage students to seek out opportunities to receive CPL credit (thus minimizing or removing potential cost barriers for program participants).

All of the awarded community colleges and universities engaged in developing and implementing recruitment and outreach strategies so that people, especially those who identify with one or more of the Priority Populations, would be more aware and know how to take advantage of CPL programs. Almost all (89 percent) awarded community colleges and universities used the funding to create marketing and recruitment materials, seven used funding to translate materials into other languages, and about 70 percent updated and/or created content on their website. Most public community college and university grantees (84 percent) conducted outreach activities to people who identify with one or more of the Priority Populations. However, due to the short implementation timeline, there was little time to fully develop, plan, and implement large-scale outreach and recruitment strategies for their individual CPL opportunities.

Priority Populations for Columbia Gorge Community College (CGCC) CPL recruitment and marketing efforts were identified as Veterans, Hispanic-identifying students, and Native American students. CPL funds allowed CGCC to develop knowledge and infrastructure for recruitment and marketing. With the CPL funds, CGCC hired Weinstein Marketing Group to research the community's perceptions on the barriers for starting, returning, or completing their degree or certificate. The research team conducted focus groups targeting Veterans, Native American and Spanish speaking populations. With the community feedback, CGCC is developing messaging to target specific communities to better explain CPL. CGCC is using this feedback internally at CGCC to ensure appropriate student supports are institutionalized. Redesigning and relocation of testing services was begun through this grant, to support the recruitment of non-traditional students who may be taking advantage of CPL challenge exams, CLEP testing, and other proctored prior learning activities.

Lessons Learned

Overall, the 19 public universities and community colleges who were awarded Future Ready Oregon funds to increase and expand CPL offerings created many more CPL options for students.

Challenges in this expansion primarily resulted from the short window of time to invest and expend CPL funding into new and existing programs. Important to note, grantees reported appreciation for the flexibility of the grants as many grantees amended their grant agreements in March 2023 in order to be able to spend all of the funding by the June 30, 2023, deadline. This flexibility largely emerged from the partnership between the HECC grant administrator working closely with grantees on the budget and spending, calling out realistically what they could accomplish and where they needed to adjust to expend funds by June 30, 2023.

Access to a dedicated grant administrator at HECC was also an important factor in expanding CPL programs was the. Grant administrators and institutional staff were able to have timely communication and collaborative planning through a project management technology solution and regular meetings. The grant administrator also served as an effective connection between community colleges and universities who experienced challenges and their peers who had overcome similar challenges.

Data collection associated with CPL continues to be an issue for most community colleges. Prior to the Future Ready Oregon funding, only one community college had been able to submit individual-level data with their regular data submissions to the state, and this only after considerable expense. All seven public universities report and submit data on students earning CPL consistently to the HECC. Throughout the implementation of the Future Ready Oregon CPL program, discussions about CPL data collection occurred at and with community colleges but without resolution. This will need to be a continuing conversation as we will only be able to measure the impact of CPL on educational attainment and the impact of the Future Ready Oregon investment when the community colleges have established data collection and reporting processes.

Another challenge grantees identified was the lack of ongoing and sustainable funding to promote CPL opportunities and to assess prior learning as a means of earning credit. For each award of CPL, faculty and/or staff have to administer and evaluate whether the student in fact already possesses the learning outcomes as identified in the course they are challenging—even with CPL assessment strategies and criteria developed for the course. Sometimes the costs (not price) of assessment to the institution per person, per course are comparable to the tuition costs to the students to enroll in the same course, depending on how the assessment of prior learning is set up and how the student-service is organized to administer the process.

Conclusion

Overall, the Future Ready Oregon CPL program has provided needed funding to support the expansion and further development of CPL options at postsecondary institutions across the state. In a short timeframe, the HECC administered grants for public postsecondary educational institutions to expand student opportunities to earn credit for learning that occurred outside of postsecondary

educational institutions and for education received at institutions of higher education in other countries. The public universities and community colleges awarded the Future Ready Oregon CPL grant funding were able to make considerable progress in new offerings while expanding the current opportunities to earn credit for prior learning for students, including training faculty and staff to administer the CPL process and assess prior learning.

However, a serious impediment to a thorough assessment of these impacts remains. Despite all of the efforts to provide CPL for students, the lack of a consistent and complete data collection for CPL at the community colleges prevents understanding the impact and of these investments, including their effect on equity. Such a collection may be more possible today with the strengthened assessment criteria but will likely still require technical support to complete.

2.G. WORKFORCE READY GRANTS

The largest Future Ready Oregon program investment is \$95 million allocated to the Higher Education Coordinating Commission (HECC) to administer the Workforce Ready Grants program. This sum was comprised of \$10 million in state General Funds and \$85 million in federal American Rescue Plan Act (ARPA) funds. The investment is intended to build new and innovative education and training programs in the key industry sectors of healthcare, manufacturing, and technology. The grantmaking program builds both organizational capacity and provides direct benefits to individuals, including stipends and funding to pay for education, training, and wraparound support services.

The Workforce Ready Grants Program is administered by HECC Future Ready Oregon staff in consultation with the Workforce and Talent Development Board (WTDB), Future Ready Oregon's Industry Consortia, and Oregon's nine local workforce development boards. As the administrator of the funds, and in accordance with the Future Ready Oregon statute, the HECC establishes criteria and standards to award the Workforce Ready Grants to workforce service providers and community-based organizations (CBOs). The awardees must prioritize equitable program participation by individuals from Priority Populations,³⁹ as outlined in the Future Ready Oregon legislation. The allowable uses of the funds consist of the following as listed in the legislation (SB 1545, 2002, Section 9, a-e):

- Provide paid work experience, including stipends and wages;
- Offer tuition and fee assistance for workforce programs;
- Provide wraparound workforce development services;
- Develop culturally and linguistically specific career pathways for obtaining certificates or credentials recognized by targeted industry sectors; and
- Fund organizational investments, including, but not limited to:
 - Hiring staff;
 - Developing organizational development strategies;
 - Purchasing equipment, technology, or other training-related supplies;
 - Covering administrative costs; and
 - Any other activities identified in a grant proposal as necessary to administer workforce programs described under this section.

³⁹ Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon's nine federally recognized Native American Tribes; individuals who disproportionately experience discrimination in employment based on age; and individuals who identify as members of the LGBTQ+ community.

The Future Ready Oregon legislation further defines how the HECC will award grants on a competitive basis, considering proposals that reflect the following criteria (SB 1545, 2002, Section 9, a-e):

- “Describe how the workforce service provider or the community-based organization intends to engage with employers in the targeted industry sectors to provide workforce development opportunities to individuals from Priority Populations.
- Demonstrate the workforce service provider’s or the community-based organization’s experience serving individuals from Priority Populations.
- Describe how the workforce service provider or the community-based organization intends to collaborate with one or more of the following entities to increase accessibility for Priority Populations to workforce programs and opportunities:
 - Other workforce service providers or CBOs;
 - Kindergarten through grade 12 schools;
 - Community colleges;
 - Education and training partners;
 - Local workforce development boards;
 - Economic development organizations;
 - Industry associations;
 - Universities, meaning a public university listed in ORS 352.002 and Oregon Health and Sciences University (OHSU)
- Demonstrate that a workforce partner with which a workforce service provider or a community-based organization intends to partner possesses specific qualifications, including the organizational and technical capacity, necessary to carry out the activities.”

Round One

Implementation Review

Before the Future Ready Oregon legislation was passed, the HECC convened an initial and informal advisory workgroup in February of 2022 to prepare for the first Request for Application (RFA) process for the first round of Workforce Ready Grants. The workgroup membership was comprised of leaders from CBOs, local workforce development boards, and community colleges. This advisory workgroup worked collaboratively with staff from the HECC to identify administrative recommendations to develop an inclusive, low-barrier grant application process for the Round One \$10 million General Fund allocation, specifically focused on expanding the partners and the capacity of providers of workforce services. This informal advisory workgroup concluded its work in April 2022.

Round One opened on June 29, 2022, and closed on August 13, 2022. HECC contracted with technical service contractors to support applicants throughout the process. In August 2022, HECC Future Ready Oregon staff convened a Technical Advisory Committee (TAC) comprised of leaders from the Governor’s Racial Justice Council, community-based and culturally specific organizations, Tribal governments, local workforce development boards, community colleges, and state agencies. The TAC evaluated the outreach processes and impacts of the Round One RFA and submitted to HECC the recommendations to improve the Round Two RFA.⁴⁰

In Round One, the HECC received 146 Workforce Ready Grant applications, 145 of which were eligible based on the type of organization (applicants had to be either a workforce service provider or a community-based organization). In total, the 145 eligible proposals requested more than \$70 million in funding. The HECC capped awards at \$300,000 and removed criteria from the evaluation scoring that may have given an advantage to existing workforce service providers, such as demonstrated partnerships and leveraged funding.⁴¹ After evaluation, 42 applications, or 28 percent of eligible applicants, were funded.

For the 42 projects that were funded, applicants were prompted to meet with Future Ready Oregon staff around next steps. During this process one awarded organization declined the funding. The applicants that were not funded through the RFA were offered the opportunity to engage with technical assistance contractors (the same contractors who supported the application process) to receive feedback on their application. A little over half of unsuccessful applicants took advantage of the feedback sessions.

Notices of grant awards were issued in October 2022 and a majority of the grant agreements were fully executed in February and March 2023. Several factors contributed to the time between notice of awards and final grant agreements. First, awardees that had written proposals for more than \$300,000 had to revise their project plans. Second, awardees that had worked with vulnerable populations had to secure physical abuse and molestation insurance to serve Oregonians with workforce development opportunities, especially those working with youth. The requirement of insurance was unexpected by many awardees and was newer to the HECC as well. Furthermore, the cost of insurance was not initially factored into budgets, requiring additional revisions to project plans and budgets in some cases. Third, many of the project plans had to be revised from the original proposal because of the

⁴⁰ The sources of information the TAC used to inform their recommendations included: outreach and engagement, the comprehensive report provided by the technical assistance contractor that supported applicants, feedback from the applicants, and contracting and reporting requirements. The TAC recommended that the HECC continue to offer the RFA, all supporting materials, and Technical Assistance to applicants in both English and Spanish, continue to provide, but diversify the backgrounds of the technical assistance contractors to support applicants through the RFA process, continue to host virtual information sessions, use an easily accessible cloud-based application solution for the application materials, and place word limits on any of the application questions/materials. These recommendations were adopted in the Round Two RFA process. Coming out of the TAC, the HECC added suggested word limits for application prompts, continued focus on questions and scoring that elevates and prioritizes culturally-informed support for members of the Priority Populations.

⁴¹ For more information about this process, see the [Future Ready Oregon Year One Report](#), pages 83-88.

shortened window of time remaining for implementation once other issues were resolved. By April 2023, all grant Workforce Ready Grant agreements had been fully executed.

Programs, Participants, and Services

The focus of the Workforce Ready Grant program is to advance a more equitable workforce in the three key industry sectors of healthcare, manufacturing, and technology. Some grant awards focused on one of these industries and others focused on more than one. All of the grants included strategies to reduce barriers to workforce development opportunities for one or more Priority Populations. See Table 2.G.1. for the number of projects by industry sector.

Table 2.G.1: Number of Workforce Ready Grants Awarded by Industry Sector, Round One.

Sector	Number of Grants
Healthcare	13
Manufacturing	7
Technology	1
Healthcare and Manufacturing	4
Healthcare and Technology	1
Manufacturing and Technology	7
All	9

Source: HECC Future Ready Oregon program materials.

“Over the last quarter of this capacity development program, Mercy Flights has seen great success in bringing community partners together to create the infrastructure needed to move forward with the Southern Oregon EMS Apprenticeship Program. Local employers, workforce development agencies, high schools, and community colleges have come to the table to build a program that works for employers and potential candidates alike.”

“In addition to increasing awareness of, and participation in, the Mercy Flights Explorer Post, regional Inspiration and Awareness activities are driving some recent high school graduates into the EMS Program at Rogue Community College. We are also seeing the enthusiasm from local high schools to collaborate on building EMS-specific Career and Technical Education (CTE) programs. Across the board, this project has seen amazing levels of collaboration between employers, educators, and community service organizations to help build this new pathway for participants into EMS careers.”

Nineteen of the initial Workforce Ready Grant funded projects were solely focused on capacity building. The aim of these capacity-building projects was to develop partnerships and programming

within at least one of the key industries and/or address barriers to accessing workforce development opportunities for at least one Priority Population. Partnerships ranged from two entities to complex regional partnerships with CBOs, community colleges, workforce service providers, businesses, and employers. This allowed for the coordination of workforce development services that made these opportunities more accessible for Priority Populations. Such networking and partnership-building takes time and deliberate planning. Future Ready Oregon provides for these types of organizational capacity-building activities as allowable expenses. Grantees reported that the momentum of nurturing and expanding partnerships will continue to prosper and provide a wider range of supports for the participants and employers they serve.

The Mt. Hood Community (MHCC) Workforce Ready project is a great example of collaboration between employers, education, and community-based organizations, as well as leveraging existing success and doing things differently. The MHCC Mobile Training project funded through Workforce Ready, is an initiative that builds on MHCC's existing manufacturing degree pathways, while creating a sustainable training partnership with Portland's growing semiconductor industry. Their project a) created mobile training/teaching labs to be used onsite at manufacturer's sites (for incumbent or existent workers); b) mentors current experts from the industry to become part-time faculty and provide the training (increasing sustainability and collaboration); c) provides workforce training opportunities for jobseekers with introductory mechatronics classes; and d) provides wraparound support for participants through student resource specialists, strengthening job attainment, retention, and promotion among participants. Their project began with two key partners (Onsemi and Microchip Technology) and has created capacity to expand the model to other area employers with similar needs.

Among the 22 Workforce Ready Grants that did serve participants, some offered direct service to participants early in the grant award and others built capacity first and then served participants in the last quarter of the grant. Between February/March 2023 and June 2023, 868 Oregonians were directly served by Workforce Ready Grants.

The 868 Workforce Ready Grant participants were diverse; 93 percent were from at least one of nine Priority Populations, among those who reported such information.⁴² Table 2.G.2 below shows the number and percent of participants served, by Priority Population. People of color were served by Workforce Ready Grants at a greater proportion (66 percent) than the proportion of people of color ages 16 and older in Oregon (35 percent).⁴³ Additionally, Workforce Ready grantees were able to serve a higher proportion of rural participants (37 percent) than the proportion of rural Oregonians ages 20 to 64 (30 percent)⁴⁴

⁴² Data reported for income status was not reliable and therefore is not included in this year's report.

⁴³ U.S. Census, American Community Survey, Tables: S2301, 2022

⁴⁴ U.S. Census, American Community Survey, Tables: DP03, 2021.

Table 2.G.2: Number of Workforce Ready Participants, by Priority Population, February through June 2023.

Priority Populations*	Number Served	Percent of Total*
By Race/Ethnicity		
Asian American/Asian	67	9%
Black/African American	49	7%
Native American/Alaska Native	24	3%
Native Hawaiian/Pacific Islander**	--	--
Latino/a/x Hispanic	232	32%
Two or More Race	103	14%
White	244	34%
By Gender		
Female	411	51%
Male	372	46%
Non-Binary	22	3%
Federally Recognized Tribal Member in Oregon	30	8%
Veteran	50	8%
Person with a Disability	64	14%
Person Identifies with LGBTQA+ Community	45	14%
By Age		
Ages 24 and Younger	442	54%
Ages 25-39	200	24%
Ages 40 and Older	177	22%
By Geography		
Frontier**	--	--
Rural	264	37%
Urban	449	63%
Incarcerated or Formerly Incarcerated	46	10%
Low Income	N/A	N/A

Source: HECC analysis of Future Ready Oregon participant data.

*Percentages exclude people from the denominator that did not disclose their identification with each Priority Population. For example, if a person did not disclose their race, they would not be included in the denominator of total served.

**Less than 10 participants.

Central Oregon Intergovernmental Council (COIC) worked with a youth on her resume and interview skills and purchased internship clothes which her family would not have been able to provide. She was offered an internship at the Jefferson County Library and learned how to use a database, how to staff a public-facing front desk, and other work readiness and life skills. As a result, she was eventually offered an internship extension and then a permanent part-time position.

Workforce Ready Grant participants enrolled in many different services. Table 2.G.3. below shows the services provided to participants in Workforce Ready Grant programs, the number and percentage of participants receiving each kind of service, the number of each service received, and the completion rate for each service. The most common types of services provided to Workforce Ready Grant participants were career coaching, workforce development training, job placement services, and paid work experience. Overall, the service or program completion rate of those directly served with Workforce Ready Grant funding for Round One was 95 percent, excluding wraparound support services, recruitment and engagement services, and tuition and fees assistance.

Table 2.G.3: Participation and Completion Rate of Programs and Services Funded by Workforce Ready Grants, by Service Type, February through June 2023.

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Service Completion Rate
Career Coaching	185	21%	197	98%
Workforce Development Training	183	21%	192	77%
General Career Exploration	65	7%	77	100%
Early Career Skills	18	2%	18	100%
On-the-Job Training	8	1%	8	100%
Paid Work Experience	103	12%	103	91%
Job Placement Services	108	12%	108	100%
Other	42	5%	42	100%
Recruitment and Engagement Services	44	5%	44	--
Tuition and Fees Assistance	85	10%	85	--
Wraparound -- Other	13	1%	17	--
Wraparound - Residential Assistance	11	1%	11	--
Wraparound Stipend	4	--	4	--

Source: HECC analysis of Future Ready Oregon participant and service data.

The most common types of content-specific workforce development training provided through Workforce Ready Grant projects were related to healthcare (66 participants, or 36 percent of those

who took workforce development training) and engineering (60 participants, or 33 percent of those who took workforce development training).⁴⁵ Table 2.G.4 below lists the type of program and the number of participants enrolling in each.

Table 2.G.4: Number of Unduplicated Workforce Ready Grant Participants Who Received a Workforce Development Training, February through June 2023.

Classification of Instructional Programs (CIP)	Number of Unique Participants by CIP
Health Professions and Related Clinical Sciences/Health Related Knowledge and Skills	66
Engineering Technologies/Technicians	60
High School/Secondary Diplomas and Certificates	12
Business, Management, Marketing, and Related Support Services	10
Computer and Information Sciences and Support Services	8
Other Instructional Topics	32

Source: HECC analysis of Future Ready Oregon participant and service data.

Note. Classification of instructional programs (CIP) codes may not directly align with industry sectors.

Workforce Ready Grant participants also received wraparound support services, education and training expenses paid, and stipends to support their participation in workforce development services. Overall, \$170,038 of the Round One Workforce Ready dollars were allocated directly to participants or paid for their participation in workforce development services. The three largest wraparound support investments were tuition and fee assistance, paid work experience, and workforce development training (See Table 2.G.5). While this is a significant amount of funding, grantees reported not being able to meet the demand of wraparound support services among participants.

⁴⁵ It is important to note that the classification of instructional programs (CIP) codes do not directly align with industry sectors. As an example, the engineering technologies/technicians CIP includes manufacturing type training.

Table 2.G.5: Total Dollar Amount Allocated to Workforce Ready Grant Participants in Direct Payments and Wraparound Support Services, February through June 2023.

Wraparound Support Services	Dollar Amount
General Career Exploration	\$800
On-the-Job Training	\$60
Paid Work Experience	\$38,500
Recruitment and Engagement Services	\$1,010
Tuition and Fees Assistance	\$54,393
Workforce Development Training	\$33,890
Wraparound - Other	\$3,180
Wraparound - Residential	\$22,205
Wraparound Stipend	\$16,000

Source: HECC analysis of Future Ready Oregon program expenditure data.

Most Workforce Ready grantees reported being able to develop or improve their workforce programs, albeit on a smaller scale due to the funding and time limitations. The Round One Workforce Ready Grant projects utilized new and innovative programs such as Virtual Reality goggles and Metaverse platforms to increase access to education and training. Grantees offered digital literacy courses in participants’ native language. Grantees were also able to build curriculum and credentialing programs for high-paying, high-demand jobs, such as upskilling for incumbent workers in the semiconductor industry (Mt. Hood Community College), dental hygienists (Rogue Community College), medical assistants (United We Heal), Community Health Workers (Latino Network), and welding (Baker Technical Institute). They provided wraparound supports services that became essential to supporting workforce education and training participants, such as residential assistance.

Oregon State University’s principal investigator for Project One, Shannon Riggs, presented on their Workforce Ready Grant funded program which supported on-line Veteran students with wraparound housing supplements. Riggs “...attended the Council of College and Military Educators Symposium in New York City in January 2023 to present about the inequity of the Post-9-11 GI Bill in regard to how the Military Housing Allowance (MHA) is reduced for online student veterans,” co-presenting with Western Interstate Commission for Higher Education (WICHE), WICHE Cooperative for Educational Technologies, “the leading organization for higher education technology and policy in the U.S. As a result of this presentation and subsequent meetings, Joe Garcia, Executive Director of the Education Services department of the Veteran’s Administration, who oversees the office administering the GI Bill “shared that he planned to propose legislation to revise the GI Bill to be more inclusive of online students.” This is a great example of a local strategy that had national reach.

Round Two

The Round Two RFA was released on April 10, 2023, and closed on June 23, 2023. The HECC's Future Ready Oregon staff reported that they gained valuable knowledge from the first round of Workforce Ready Grant funding and used this knowledge to improve the grantmaking process for future funding opportunities. They used lessons learned during the Round One RFA, recommendations of the TAC convened after the Round One RFA closed, and feedback from the Technical Assistance providers who worked directly with applicants submitting to the Round One RFA to inform the Round Two RFA.

The HECC contracted with six organizations to provide technical assistance to prospective Workforce Ready Grant applicants, supporting application development and answering questions.⁴⁶ HECC staff also led a series of informational sessions attended by prospective applicants and the technical assistance contractors. These sessions were offered at varying times and days to be as inclusive as possible. The RFA was available in English, Spanish, and other languages upon request. Additionally, the RFA offered more guidance to applicants in direct response to feedback from the Round One RFA, including suggested word counts for each of the sections of the application.⁴⁷ In the first round of funding, there were no applications from Tribal governments and few applications from culturally specific CBOs, particularly in certain regions of the state. In response, HECC staff conducted outreach to Tribal governments and rural communities. HECC also lengthened the time the Round Two RFA was open, in response to feedback from Round One and to provide ample opportunity for geographically and culturally diverse organizations and Tribal nations to apply.⁴⁸

The amount to be distributed in Round Two was approximately \$35 million dollars, which must be expended by June 30, 2026. Round Two grants are intended for projects that fund the creation or expansion of education and training programs in the key sectors of healthcare, manufacturing, and technology. Eligible project activities may also include providing direct benefits to individuals, such as wraparound support services, stipends for job and education/training experiences, funding to pay for education and training costs, and/or expanding organizational capacity to provide workforce development services. All grantees must directly serve participants; Round Two grants cannot be used solely for capacity building. HECC staff did not identify a maximum award amount, in order to encourage creativity and innovation to ensure the best ideas for equitable education and training, and workforce services, were proposed and explored.

⁴⁶ The technical assistance contractors, Se Puede PDX, Boules Consulting, Nonprofit Success Group, Wisdom Consulting, Next Level Nonprofit Consulting LLC, and Grass Roots NW provided assistance throughout the entire application process, including providing access to interpreter services.

⁴⁷ Guidelines in the Round One RFA was intentionally minimal to be more inclusive and elicit more creativity in applications. Instead, many Round One applicants reported that the vagueness caused confusion.

⁴⁸ Most notably, we learned that the application period needed to be longer to facilitate the tribal government approval process. (It is important to note that this first round of funding was GF and required a shorter performance period. The ARPA funding provided a longer time for implementation.) We also learned that tribal governments as eligible applicants should not be included as CBOs, but rather as workforce service providers. We adjusted our eligibility wording to ensure it reflected tribal government sovereignty.

The HECC received 165 complete applications for Round Two: 77 applications from CBOs and 88 from workforce service providers. The 165 applications requested a total of more than \$250 million in funding and advanced opportunities related to healthcare, manufacturing, technology, or a combination of two or all three industries. In addition, all applications focused on serving one or more Priority Populations. Table 2.G.6 below shows the number and percent of applications that specifically identified serving each Priority Population.

Table 2.G.6: Number and Percent of Workforce Ready Grants Round Two Applicants that Identify Serving Priority Populations

Priority Population	Count of Applications	Percentage of Applications
Low-income	142	86%
Communities of Color	133	81%
Women	110	67%
Rural and Frontier Communities	103	62%
LGBTQ+	103	62%
Persons with Disabilities	68	41%
Tribal Members	54	33%
Veterans	50	30%
Incarcerated and Formerly Incarcerated Individuals	47	28%
Older Adults	45	27%

Source: HECC analysis of Future Ready Oregon participant data.

The HECC included 60 individuals in the application review and scoring process. These reviewers they represented agency partners, CBOs, culturally specific organizations, business and industry leaders, individuals from Priority Populations, members of the Workforce and Talent Development Board, and the general public. Reviewers scored applications using six evaluation components: 1) organization type and capacity; 2) partnerships; 3) cultural competency; 4) new and innovative programming; 5) program benefits to participants; and 6) culturally responsive training.

Many more highly qualified proposals were submitted than the HECC was able to fund. High scoring projects included direct service to Priority Populations, measurable workforce development impact across the three industry sectors, demonstration of partnerships that include employers, education providers, and CBOs, demonstration of cultural competence and experience working with identified participant populations. In the end, 30 applications were selected to be awarded funding totaling \$37.8 million. The projects included different regions of Oregon, the three industry sectors of focus, and Priority Populations. All advanced equitable education and training opportunities in the focus industries. By industry sector, the projects included:

- Twelve in healthcare, totaling \$15.2 million.

- Nine in manufacturing, totaling \$9.5 million.
- Three in technology, totaling \$3.5 million.
- Six in multiple industry sectors, totaling \$9.6 million.

HECC issued notices of award in September 2023 and at the time of this report was developing and finalizing grant agreements. HECC staff expect grant agreements to be fully executed in January 2024, a shorter time frame than in Round One due to the process improvements made. HECC Future Ready Oregon staff spent several months working to HECC staff ensured insurance and background check requirements were clearly articulated and shared with applicants up front and that federal ARPA reporting requirements were clearly and accurately incorporated into the RFA. Grantees will be able to use funds for expenses occurring between July 1, 2023, and June 30, 2026.

Lessons Learned

One lesson learned for the Workforce Ready Grant program is the benefit of continuous improvement. After the Round One RFA and grants, HECC staff identified successes and ways to improve the RFA, award, and grant agreement processes. The implemented these improvements in Round Two, especially around expanded outreach, improved clarity, and increased access to the RFA.

Another lesson learned was the value of maintaining frequent connection between grantees and grant administrators. Grantees reported appreciation for the responsiveness of the grant administrators and the opportunities they created to collaborate, strategize, and share promising practices with fellow grantees. The opportunities created partnerships among HECC, workforce service providers, and community-based and culturally specific organizations. Grantees recommended expanding these collaborative efforts and facilitating in-person networking events to develop collaboration further.

Baker Technical Institute (BTI) Grant Administrator: BTI is a solid example of leveraging existing success and doing things differently. BTI was concerned that enrollment was closing for their 5-week program and there were no enrollments. This was odd as BTI has a grant with Bureau of Labor and Industry, where a similar program model has a waitlist of enrollments. During our discussion we were able to strategize the program components that have been successful, and how to adapt to the shorter timeframe, as well as how to do things a little differently to address the needs of the participants to have a shorter training period and having additional supports in place for them while in training. BTI was able to submit a grant change request to scale back the training to a more manufacturing focus in welding and refocused some of the funds to enable them to reach more participants and offer their services to more communities by purchasing a vehicle. This was a valuable experience of taking time to learn from the program, hear what is going well, and what was not, and then provide ideas and possible solutions to overcome the struggle they were experiencing with trying to implement their original proposal.

A third lesson learned is how the focus on serving Priority Populations expanded grantees' workforce training programming and partnerships. Grantees reported that they garnered valuable insights from engaging with people of different cultural contexts, languages, and experiences in workforce development opportunities and that these were essential to effectively serving Priority Populations. Grantees reported how they were able to increase their organizational infrastructure to accomplish work they did not previously have the resources to do (e.g., develop curriculum, hire additional staff, and build regional partnerships) but that strengthened the workforce development system). Early data, as shown in Table 2.7.4, suggest that Workforce Ready Grants are effectively serving Priority Populations with workforce training opportunities.

Another lesson learned was the flexibility of funding that allowed grantees to conduct activities that contribute to successful workforce development but are not always supported by other funding streams. This flexibility of funding is a cornerstone of the Future Ready Oregon and the Workforce Ready Grant investments. Future Ready Oregon funding can be used for a wide array of activities such as outreach, assessment of workforce development, convening of workforce and employer partners with members of Priority Populations, purchasing industry-standard equipment, and offering services that other funding streams typically prohibit. This flexibility allowed grantees to focus their efforts on developing programs and learning how best to offer and engage Priority Populations in workforce education and training opportunities with significantly fewer barriers. For example, grantees were able to offer internships to youth at new employer sites, in both the Portland Metro area as well as rural and frontier communities in Central and Southern Oregon, i.e., The Contingent, Central Oregon Intergovernmental Council (COIC), and AntFarm Youth Services. Grantees regularly report the flexibility of the Future Ready Oregon funding has also addressed critical gaps as federal workforce funding (mostly from Workforce Innovation and Opportunity Act) declines and becomes more restrictive in terms of allowable activities.

Warm Springs Community Action Team (WSCAT) conducted a needs assessments and asset mapping that informed the development of a vision and strategic plan around technology workforce training in Warm Springs. This includes a variety of technology sectors, including IT and solar. They served tribal members and community members living on the Warm Springs Indian Reservation.

One of the most significant challenges of the Round One Workforce Ready Grants was the short performance period, given the General Fund expenditure deadline of June 30, 2023. As mentioned previously, most of the Round One grantees had to change their project plans from their application process to the grant agreement due to limited time and capped award amounts which were less than what grantees originally proposed. The delay in the execution of grant agreements made hiring and purchasing difficult for grantees. This challenge of a short timeline was further exacerbated by Oregon's low unemployment rate which results in a smaller talent pool, as well as by ongoing pandemic-related supply chain shortages. In addition, some grantees reported that expanding

partnerships and building capacity took longer than planned, especially those newer to convening partnerships and new to providing workforce services. Finally, the short expenditure timeline in Round One affected a few grantees' ability to obtain accreditation for newly developed programs due to the length of the accreditation approval process.

Another significant challenge for the Round One Workforce Ready grantees was the data collection and submission requirements specific to participant and service data. Though data collection requirements were part of the RFA, complete data collection templates and submission processes were not made available by the HECC until February 2023 and therefore grantees were not fully aware of the extent of effort the participant-level data collection and quarterly submission requirements would entail. Additionally, the HECC's technology solution to securely submit the data was under development and continued to be refined until May 2023. Consistent with any new technology solution, there were also disruptions to its accessibility and use. The HECC mitigated these challenges for grantees by providing significant technical assistance and administrative supports, particularly for partners new to the workforce system.

For the Round Two grantees, HECC staff convened a series of orientation meetings held with each awarded grantee organization immediately after Notices of Award were issued. This was intended to expediate the onboarding process and disseminate key information about the administrative responsibilities prior to signing the grant agreement, including information about reporting requirements, financial processes, ARPA requirements, and next steps for the pre-award process. Further, two workshops were dedicated to data collection requirements for those organizations who won Round Two awards. These workshop, hosted by HECC's Office of Research and Data and the Workforce Ready Grant administrators, trained awardees to use the templates to record the individual level and services data. These meetings and workshops were created in response to Round One Workforce Ready grantees' feedback regarding the need to develop and implement an onboarding process for Round Two grantees that begins before the grant agreements are signed.

Grantees reported other challenges specific to their participants. Some participants or potential participants could not realize the full benefit from the services offered due to the need for wraparound support services. For example, not all programs provided opportunities for training while earning wages, and some participants did not have access to the resources needed to pay for education and training while also meeting family and household obligations. Some grantees reported that transportation was an issue for some participants, as such, these grantees could not always access the site-specific programs. Additionally, the lack of broadband access, especially in rural and frontier communities, severely limited access to training, education, and job opportunities for some participants. This problem was most relevant for Workforce Ready Grants that focused on healthcare and technology industries. Round Two Workforce Ready grantees do not have the same limitations on the amount of the funds awarded, providing the opportunity for more funding to support wraparound support services if outlined in their project plan.

Overall, most Workforce Ready grantees reported being able to develop or improve their workforce programs, albeit on a smaller scale due to the funding and time limitations in comparison to some

Round Two grantees. These projects provide a glimpse into what can be done with larger and longer-term investments, such as time to develop partnerships that can support participants with more extensive wraparound support services, internships, and paid work experience programs as well as time to complete longer certification and degree programs. Grantees were able to build curriculum and credentialing programs for high-paying, high-demand jobs. They provided funding for wraparound supports that became essential, although on a limited scale.

Immigrant and Refugee Community Organization's (IRCO) focus groups were informed by Community Needs Assessment data to understand which populations have the highest need for workforce development support. Additionally, they did background research on different cultural communities to create a safe and comfortable atmosphere for focus group participants to help build community and encourage discussion around workforce support. IRCO's summary report outcomes will be a great resource to inform future culturally specific workforce strategies, including the Industry Consortia.

Conclusion

HECC implemented the first round of Workforce Ready Grants in a narrow window of time with substantial engagement of external partners and high priorities on equity and inclusivity. The HECC balanced the time needed to offer broad technical assistance and develop community review for the first two rounds of funding. The result was nearly 150 applications submitted for the first round of funding and 165 for the second round. In both rounds, community and internal partners collaborated to review and score applications.

Round One grantees were able to develop innovative workforce services, offering opportunities to Priority Populations and building partnerships to improve workforce development, especially for individuals who identify with a Priority Population. Among those grant-funded projects that offered direct service to participants, 95 percent of services were completed. The vast majority of participants served (93 percent) were from one or more Priority Populations. Overall, the Workforce Ready Grant program has shown promise in expanding equity in workforce development. Furthermore, the partnerships formed among the HECC and expanded workforce service providers, community-based and culturally specific organizations have improved grant making processes, increased understanding of the barriers individuals from Priority Populations face in education and employment, and suggested promising practices to reduce those barriers.

2.H. INDUSTRY CONSORTIA

As one of Future Ready Oregon’s eight programs, the Industry Consortia are charged with strengthening the alignment and collaborative efforts of employers, labor organizations, education and training providers, and community partners to improve workforce system outcomes. This charge is meant to better meet the needs of Oregon’s employers, ensure equitable opportunities for a diverse workforce—especially among the Priority Populations,⁴⁹ and advance Oregon’s economic competitiveness in the healthcare, manufacturing, and technology industry sectors. These consortia also provide policy and funding recommendations to address industry-specific needs.

Future Ready Oregon Industry Consortia serve as advisory to the Oregon Workforce and Talent Development Board (WTDB).⁵⁰ This official advisory role brings visibility of the state’s industry sector-specific needs to executive branches of Oregon that industries have not had prior to launching these Consortia. In addition, the Industry Consortia advise the Oregon Higher Education Coordinating Commission (HECC) in its capacity as the legislative point of accountability for Future Ready Oregon. The legislation identifies the purposes of the consortia in Section 10 of Oregon Senate Bill 1545 (2022):

- “Establish strategic partnerships to align workforce development activities that aim to increase participation in workforce programs by individuals from Priority Populations.
- Develop structured processes to address mutual goals and promote consensus in decision making.
- Identify industry-specific workforce needs in this state, including the need for high-value credentials, to inform the development and implementation of culturally and linguistically diverse workforce education and training curricula.
- Develop targeted recruitment strategies to increase equitable participation by individuals from Priority Populations in statewide workforce programs.
- Promote workforce development programs and activities in the targeted industry.”⁵¹

Role of the Consortia

practices in recruitment, retention, and career advancement strategies specific to the healthcare, manufacturing, and technology industry sectors. The Industry Consortia operate at a state-wide level and include regional representation from Oregon’s local workforce development boards. Healthcare, manufacturing, and technology industries were the focus due to their significant job growth and

⁴⁹ Priority populations include communities of color, women, low-income communities, rural and frontier communities, Veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon’s nine federally recognized Indian tribes, individuals who disproportionately experience discrimination in employment based on age, and individuals who identify as members of the LGBTQ+ community.

⁵⁰ Oregon’s Workforce and Talent Development Board is a cross-system governance board that serves as the advisory board to the Governor on workforce matters, including developing a strategic plan for Oregon’s Workforce Development System.

⁵¹ <https://olis.oregonlegislature.gov/liz/2022R1/Downloads/MeasureDocument/SB1545/Enrolled>

evolving skill sets needed among many of the occupations in these industries. These industries also include occupations with short-term and stackable educational pathways to employment, self-sufficient earning potential, and opportunities for economic mobility in many regions across Oregon.

Each Industry Consortium aims to fill two primary roles in the larger workforce development arena: talent development and systems alignment. To improve talent development for the respective industry sector, the aim of each Consortium is to engage in ongoing evaluation of the assets, barriers, and opportunities for improving equitable and diverse talent development. They will do this by identifying and reviewing reliable, consistent, and integrated data on workforce supply, demand, and equity, including gaps and opportunities in credential, licensure, and educational pathways. The results of these assessments, coupled with the expertise and experience of Industry Consortia members, will inform competency and skills standards for occupations within each industry sector. These standards will advance equitable recruitment, retention, and career advancement strategies for occupations and career pathways that have persistent underrepresentation of Priority Populations.

With regard to systems alignment, the Industry Consortia aim to serve as a forum for convening and coordinating state systems and industry leaders to collaborate and develop innovative solutions that are made possible by the range and balance of leaders in the group. A central component of systems alignment is redesigning workforce development strategies and partnerships to be systemically inclusive. In other words, the goal is to redesign workforce development strategies to eliminate the barriers that Priority Populations often face in accessing workforce development opportunities, gainful employment, and career advancement. The consortia will identify complex systems challenges and potential solutions advancing them to the WTDB for consideration (e.g., career laddering, stackable credentials, workforce retention, etc.). They will also identify and inform strategic investment opportunities and workforce-related policy recommendations through Future Ready Oregon and the HECC.⁵²

Across both talent development and systems alignment, the consortia also aim to develop coordinated workforce investments. These may include braiding funding streams across entities and organizing investments to work together deepen their impact.

Launching the Industry Consortia

In 2022, prior to convening the Industry Consortia, the HECC and the WTDB contracted with The Woolsey Group⁵³ to assess the workforce landscape of the three industry sectors and to inform the framework for establishing statewide Industry Consortia. The Woolsey Group completed extensive consultations with a wide range of business, education, and community leaders to understand workforce training needs for each industry. From their findings, The Woolsey Group laid out a

⁵² As the industry consortia inform Future Ready Oregon initiatives and relevant funding opportunities, it is important to note that serving on the industry consortium does not prohibit consideration of an eligible organization associated with the consortia member for award of Future Ready Oregon funds. Decisions related to Future Ready Oregon funds will be made by the Higher Education Coordinating Commission and its staff, thus no conflict of interest exists for consortium members.

⁵³ “The Woolsey Group is a research, technical assistance and facilitation firm that works with CEOs and industry to connect their needs to education, training and economic development programs.” <https://www.woolseygroup.com/>

framework to convene the Consortia, including recommendations about how to begin and about needs for staffing. By the end of 2022, HECC Future Ready Oregon staff had developed a plan to convene the three Industry Consortia informed by the framework The Woolsey Group developed. As outlined in the contract, The Woolsey Group representative also attended the initial kick-off meetings for each consortium in 2023 and provided HECC and the consortia an external review of industry strengths and challenges for the consortia to address.

Consistent with the legislation and using the framework provided by The Woolsey Group, Future Ready Oregon staff chose Industry Consortia membership intentionally. The legislation stipulates that membership must include representatives from business, labor, education and training, and community-based organizations (CBOs) and where practical, representatives of Priority Populations. Staff mapped out the organizations, activities, experts, and membership of existing multi-organizational efforts related to workforce training and educational pathways for each industry. Between 70 and 90 leaders were invited from each respective industry, including employers, industry associations, labor organizations, local workforce development boards, community, education and training leaders, culturally-specific CBOs, and representatives from the WTDB and the Governor's Racial Justice Council.

Many of those invited accepted their invitation for consortia membership. In the rare case when balanced membership could not be filled, HECC Future Ready Oregon staff reached out to peer organizations to identify and encourage those identified to join. Membership for each Consortium was capped at 45 people.⁵⁴ The widespread interest in membership on the Industry Consortia reinforced the need for the state-wide coordination.

Each Consortium has an executive leadership team comprised of Consortium members. The members of the executive leadership team are different for each of the Consortia. The Healthcare Industry Consortium leadership team includes a decision-making leader from a credible employer; an executive leader of an existing association or council relevant to the industry sector; a relevant education system leader; an industry-relevant representative of labor organization; and a knowledgeable community-based organization that administers workforce development programs relevant to the industry. The Manufacturing Industry Consortium executive leadership team is comprised of an education leader and one leader each from an industry association, employer, and CBO. The Technology Industry Consortium executive leadership team is comprised of leaders from education, industry association, and employer. The executive leadership teams serve as subject matter experts and provide practical guidance to Industry Consortium staff for specific deliverables and working group outcomes.

Each Consortium plans to convene working groups comprised of Consortium members and additional subject matter experts and partners. Two of these are consistent across the three consortia. The Expanding Equity and Diversity working groups will scan for barriers in policy and practice that

⁵⁴ Membership of each consortium can be found on the HECC website here: <https://www.oregon.gov/highered/policy-collaboration/Pages/Future-Ready-Industry-Consortia.aspx>.

contribute to a lack of diversity and advancement by Priority Populations. They will also identify best practices and strategies to expand and diversify the workforce to implement solutions at scale. The Integrating Education and Training Responses working groups will define the continuum of learning and working that best aligns with hiring and job advancement in the industry. They will also analyze gaps and disconnects in connected programming (e.g., dual credit, stackable credentials, for-credit work-based learning, credit for prior learning, etc.). Additionally, shorter-term working groups will be convened as needed to assess emerging or time-sensitive topics that are identified from the Consortium's work.

The executive leadership teams, the working groups, and the wider Consortia are utilizing a shared leadership model among employers, labor representatives, education and training providers, and CBOs. Under this model, power, decision-making, and influence are shared within the group to strengthen the autonomy, influence, and decision-making power of each member. Additionally, the Industry Consortia will intentionally engage communities not represented on the formal consortia in a myriad of ways as strategies are developed. This shared leadership model was deliberately put into place and reinforced with training in the first meeting to advance a diverse workforce, engage CBOs as equal partners in the workforce system, and ensure all aspects of improving workforce development are balanced and considered.

Each of the three Industry Consortia have had a kick-off meeting and the first quarterly meeting. At the kick-off meetings, members were introduced to everyone present, the legislation regarding the purpose of the Industry Consortia, the charter, and research and data findings related to workforce needs and unfilled labor force demand in their respective industry. At the first quarterly meeting for all the Industry Consortia, members discussed three items: using consensus as a decision-making strategy, centering equity in decision-making, and using HECC's equity lens⁵⁵ to help weave equity through all consortia decisions and recommendations. Each Consortium also heard from facilitated panels made up of current Future Ready Oregon grantees, and began the process of identifying opportunities and gaps to inform future funding strategies.

Healthcare Industry Consortium

The Healthcare Industry Consortium was the first consortia to convene. At the kick-off meeting in April 2023, presentations illuminated the significant shortages of workers in a wide variety of healthcare occupations, most requiring distinct educational pathways. The large number of occupations with labor shortages became a hurdle to prioritize and identify where the healthcare consortium work would begin or focus. While the worker shortages were not unique to Oregon, there was collective agreement among members that the complexity in Oregon warrants a consortium of people with a vested interest in the healthcare sector and sub-sectors. The Consortium confirmed the need to identify and use standardized healthcare supply and demand data to inform their work

⁵⁵ <https://www.oregon.gov/highered/policy-collaboration/Documents/Equity/HECC-Equity-Lens-2021.pdf>

and to focus on the occupational families most in demand and with the highest opportunity for workers.

After the first quarterly meeting, HECC staff conducted a survey of Consortium members to better understand their priorities and the value the Consortium could add to their work. Consortium members reported the need for improvements in the recruitment and retention of healthcare positions, specifically around marketing strategies to attract and retain talent. This was especially true for Priority Populations and in locations with the highest workforce needs. Members also noted their high priority of having data on labor supply and demand to inform their work, including the need to understand both the statewide picture and local contexts to prevent leaving communities behind. Interviewees also reported the high priority on many aspects of education and training, including mapping educational pathways for occupational groups, educator pay, curriculum design, tuition support, clinical placement capacity, systems to match students with paid internships, and clinical placements. These themes helped the Consortium find common ground to begin their work.

A short-term working group was convened to identify and explore strategies for the next round of Future Ready Oregon grant funding in October 2023. This workgroup will develop funding priorities for the next round of Workforce Ready Grant funding. They may also identify priorities for additional sources of funding. Over the next two years, the Healthcare Industry Consortium will continue to assess healthcare workforce needs, identify education and training assets, and recommend funding strategies to address priority gaps and opportunities.

Technology Industry Consortium

The Technology Industry Consortium held its kick-off meeting in June of 2023 and held their first quarterly meeting in August of 2023. In these meetings, members were introduced to each other and presented with technology workforce data regarding the significant growth of many occupational groupings and high-tech workforce skills, such as cyber security, artificial intelligence, and networking.

The technology sector spans multiple industry classifications, and Oregon has technology workforce needs in both technology-focused and tech-enabled employers. The Oregon Employment Department classifies high-tech employment based on the percentage of jobs in an industry that are in Science, Technology, Engineering, or Math (STEM). Due to this range, the Technology Consortium will need to define the scope of its work and influence, developing a working definition of the technology sector and the high-tech workforce. It will be incumbent upon the technology executive leadership team to share a collective understanding of scope, establish related guidelines, and regularly communicate those guidelines to Consortia members.

The Technology Industry Consortium has short-term and long-term deliverables, as noted in their charter. Similar to the Healthcare and Manufacturing Industry Consortia, they plan to inform HECC's Future Ready Oregon funding opportunities, especially the Workforce Ready Grants. The Consortium has begun to assess technology workforce needs and identify education and training

pathways. They will use this information to recommend funding strategies to address gaps and opportunities, especially related to building equity within the technology workforce.

Manufacturing Industry Consortium

The Manufacturing Industry Consortium commenced with their kick-off meeting in August of 2023 where they reviewed Oregon's manufacturing workforce data and trends. The members were introduced to each other, oriented to their work together, and learned from community partners about the state of Oregon's manufacturing workforce and barriers to equitable access and participation in the industry.

The Manufacturing Consortia has short-, medium-, and long-term goals. In the short-term (i.e., August 2023 to March 2024), they plan to make recommendations to inform criteria for future rounds of Future Ready Oregon Workforce Ready Grants specifically related to manufacturing. Over the next two years, they plan to develop a strategic policy and funding framework to address manufacturing workforce gaps and opportunities. In the long term, the Consortium plans to continue assessing statewide, manufacturing workforce needs, skill standards, and career pathways and to continue making strategic policy and funding recommendations for filling gaps in the manufacturing workforce to the WTDB and HECC.

The Woolsey Group pointed out that the manufacturing landscape includes many subsectors that are important to include in the work, examples of these are food and beverage; transportation; equipment; semiconductor; forest products. Intersects with other industries, such as construction, and supporting networks such as distribution and logistics, must also be considered.

Conclusion

At the time of this report, the three Industry Consortia had begun work to identify funding priorities for Future Ready Oregon Workforce Ready Grants. In addition to continuing this work into the next year, the consortia are expected to examine the need for short-term, high-value, and stackable credentials to advance culturally and linguistically diverse workforce education and training curricula.

The Industry Consortia are still early in their formation. They encountered some unsurprising slowdowns as staff were hired but all were well underway by fall 2023. They are structured in line with the legislation's requirements and are operating under principles that help ensure balance among the business, labor, education and training, and CBOs. HECC Future Ready Oregon staff worked diligently with industry and community leaders to engage a broad representation of Oregon's experts to serve as members of each Consortium. The responsiveness of those invited members to serve underscores the need for these consortia in Oregon and positions the groups for success in the coming year.

Currently all of the Industry Consortia have established a common understanding of how to use an equity lens in their work. Each of the consortia are at the beginning stages of identifying mutually agreed upon goals and priorities for funding opportunities, informed by sector-specific workforce

supply and demand data. Overall, the culmination of assessing workforce data, strong existing connections among leaders and educators, and shared leadership of the consortia among sector-related employers, CBOs, training and education leaders, and state leaders has created a solid foundation for the consortia to improve alignment between workforce and talent development, employers' needs, and Oregon's economic development strategies.

2.I. WORKFORCE BENEFITS NAVIGATORS

The Future Ready Oregon legislation ([SB 1545, 2022](#)) includes \$10 million⁵⁶ to establish and administer a program to employ Workforce Benefits Navigators (WBN) across Oregon. The program is administered by HECC Future Ready Oregon staff in consultation with the Workforce Talent Development Board (WTDB). The nine local workforce development boards are eligible to apply for and receive the funds. The HECC will distribute funds to boards that propose a plan to implement WBN as pilot projects and in partnership with comprehensive one-stop centers and community-based organizations (CBOs). The \$10 million investment is comprised of American Rescue Plan Act (ARPA) funds which must be expended by December 31, 2026.

The goal of the WBN program is to increase access to workforce benefits and services that are already available to individuals, particularly individuals from Priority Populations. The legislation identifies a WBN as an individual who is employed at a comprehensive one-stop center or CBO for this purpose. WBNs connect individual Oregonians, especially those from Priority Populations,⁵⁷ with relevant workforce programs as well as with assistance and services they may need to secure employment with self-sufficient⁵⁸ wages and benefits. Navigators are expected to possess comprehensive knowledge and understanding of workforce programs and available benefits and services. They must be culturally and linguistically responsive, possess knowledge of the lived experiences of individuals from Priority Populations, and trained in trauma-informed practices.

Implementation

The legislation directs the HECC to establish criteria and standards by which local workforce development boards may submit proposals to receive a grant under the program and awarding criteria, including for allocating the funds. HECC fulfilled this by hiring a grant administrator for the WBN program, in January 2023, and convening a technical advisory committee (TAC) to inform the criteria and standards of the WBN program. The committee was comprised of representatives from the local workforce development boards, state agency partners, CBOs, and community partners with program-level experience connecting individuals—especially people from Priority Populations—to resources.

⁵⁶ Nine million dollars was allocated to the local workforce boards and \$1 million was retained by HECC for administrative costs.

⁵⁷ Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon's nine federally recognized Indian tribes; individuals who disproportionately experience discrimination in employment based on age; and Individuals who identify as members of the LGBTQ+ community.

⁵⁸ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.

<https://depts.washington.edu/selfsuff/standard.html#:~:text=The%20Self%2DSufficiency%20Standard%20defines,by%20churches%20or%20local%20food>

The TAC was charged with providing general recommendations and feedback to the HECC about WBN program practices and the grant-making/solicitation process. To begin their work, the TAC was familiarized with the legislation, HECC's Equity Lens⁵⁹, and how to apply the lens to the development of their recommendations. The TAC met every two weeks from late April through June 2023, and their recommendations proved essential to informing the grant-making criteria and solicitation process.

In May 2023, the TAC identified strengths and challenges of employing navigators in different regions across the state. Additionally, the TAC reviewed the need and purpose for WBN and how local workforce development boards would build WBN programming to be sustainable beyond the Future Ready Oregon investment. Two significant themes emerged from this work: 1) benefits and services need to be identified with eligibility criteria for all regions and statewide and 2) technology solutions should be considered in order to provide a statewide network of navigators and ensure access to rural and frontier communities. The TAC noted that individuals are significantly more comfortable with using technology versus going into a brick-and-mortar location since the COVID 19 pandemic.

With this information, the TAC addressed content and criteria for the WBN program proposal process. The TAC recommended the WBN program proposals include cultural competency training plans, sustainability plans, key partnerships, and engagement strategies for improving access to the WBNs and to workforce development opportunities and benefits/services. The TAC recommended the following sections be completed by the local workforce development boards in response to the solicitation:

- Organizational and regional overview;
- Project description to include plans for outreach and serving Priority Populations, as well as people whose primary language is not English, and members of Oregon's nine federally recognized Tribes;
- How the pilot project will be implemented—including strategies ensuring trauma informed practices and cultural competencies; and
- Capacity and expertise.

With regard to award distribution methodology, the TAC was presented with several options, including: 1) equal distribution amongst all applicants, 2) a base amount of funding for all local applicants while leaving the remaining funds to be distributed using the Workforce Investment and Opportunity Act (WIOA) formula, and 3) full distribution by WIOA formula. The methodology needed to balance that some local workforce development boards serve significantly more Oregonians than others, while others serve significantly larger geographic areas than others. An equal distribution model might not allow more urban local workforce development boards to adequately

⁵⁹ <https://www.oregon.gov/highered/policy-collaboration/Documents/Equity/HECC-Equity-Lens-2021.pdf>

serve their constituents, while the WIOA funding model might not allow rural workforce development boards to implement a comprehensive WBN program across their more expansive regions. The TAC presented potential advantages and disadvantages of different options to the HECC.

Future Ready Oregon staff used the recommendations to decide on an equal distribution model, awarding \$1,000,000 to each local workforce development board that submitted a letter of intent (LOI). The rationale for the equal distribution of funding was to maximize the opportunity for all Priority Populations to access navigation services in every region of Oregon. The equal distribution model was especially important to maximizing access to Tribal members and people living in rural/frontier areas.

Future Ready Oregon staff also decided to use a letter of intent (LOI) process rather than requests for applications (RFA) process to award the WBN funding. The LOI process allowed HECC and the local workforce development boards more flexibility to work together on proposal content. The LOI process also allowed for determining the award amount prior to the issuance of the requests for LOIs where RFAs do not allow for this. Given the potential impacts of different funding models, determining the award amount first allowed the local boards to plan their proposals accordingly.

The HECC adopted the evaluation criteria that the TAC recommended and developed the request for LOI for the WBN program. The LOI outlined a three-year timeline for how the local workforce development boards would invest the funding in their WBN pilot programs. The allowable cost period for activities was from July 1, 2023, to June 30, 2026. All nine local workforce development boards submitted LOIs between September 1, 2023, and September 30, 2023. Internal evaluators of HECC reviewed the LOIs in October 2023 and awarded funds to each board.

Each local workforce development board's final plan has a multi-pronged and layered approach to develop the WBN pilot programs, tailored to the needs and strengths of the communities that they serve. In addition, all of the boards have four common elements in their plans for investing their \$1 million:

- Onboarding WBNs either through direct hiring or through CBOs;
- Working and engaging with local partners to launch the program;
- Developing new technology to support hard-to-reach individuals; and
- Allocating \$10,000 towards a joint project with Oregon Workforce Partnership (OWP).

The \$10,000 allocated to OWP from each of the nine local workforce development board will be used to facilitate public engagement and recommendations for improvements in navigating workforce development benefits. The notices of award were issued to each local workforce development board in November 2023. The grant agreements are under development and expected to be fully executed in early 2024.

Lessons Learned

One of the significant strengths of the WBN program is the thorough manner in which the program was implemented to align with the legislation's goals. This thorough implementation was made possible partly by the time available to plan the program. The WBN program is fully funded by ARPA, which has a longer timeline for expenditures. The HECC prioritized implementation of programs funded with General Funds first, then hired the WBN grant administrator who could be dedicated to the planning, review, and allocation of funding.

The TAC identified the local development and placement of the individual WBN pilots as a primary strength of the program. Communities and services have local contexts and differences, and having WBN pilots locally implemented allows for the people who are serving a region to be the ones who know that region. The TAC also raised concern about WBN program sustainability (anticipating that the program would be successful), even though the WBN program is a pilot program. Local implementation also increases the opportunity for sustainability of connecting individuals to available services by expanding partnerships with local CBOs and workforce service providers.

The extra time before implementation allowed HECC Future Ready Oregon staff to be inclusive in determining the criteria and standards of the WBN program characteristics. While there was not always agreement among TAC members, their discourse was essential in establishing program criteria and standards reflective of the needs throughout the state. Additionally, engagement with external partners who know the needs of the communities they serve resulted in bringing awareness to the significance of making the WBN program mobile and going to where the people are located.

Conclusion

The WBN program launched in 2023. HECC Future Ready Oregon staff utilized the extra planning time afforded by the ARPA funding to hire a dedicated staff person to create and coordinate an inclusive process for establishing award amounts, proposal content, evaluation criteria, and allowable costs. The result of this thorough implementation process was a funding distribution model and local approaches that support the local workforce development boards in their goals to connect significantly more people across their regions, especially those from Priority Populations to available services. With this foundation, all nine local workforce development boards are positioned to begin work on their WBN pilot programs in their respective regions in 2024.

2.J. REPORTING AND ASSESSMENT

The Future Ready Oregon legislation is designed to support Oregonians in obtaining employment that meets the self-sufficiency standard.⁶⁰ This legislation emphasizes serving Oregonians from Priority Populations⁶¹ who are underserved while also focusing on three industry sectors (e.g., technology, healthcare, and manufacturing) that are key to Oregon’s economy. To fulfill this purpose, Future Ready Oregon provides funding for workforce development activities across eight different program areas in a multi-pronged approach. Specifically, the legislation provides funding for workforce development activities that aim to increase access for all Oregonians, with a focus on Priority Populations, to training opportunities and workforce development services and benefits.

The Future Ready Oregon legislation ([SB 1545 \(2022\)](#)) requires the Higher Education Coordinating Commission (HECC) to submit an annual report to the Legislative Assembly by December 31 every year that includes three parts:

1. An assessment of the performance and expenditure outcomes of the Prosperity 10,000, Postsecondary Career Pathways, Registered Apprenticeships, Credit for Prior Learning, Youth Programs, Workforce Ready Grants, Industry Consortia, and Workforce Benefits Navigators. This assessment is mandated to include: the number of individuals served—disaggregated by Priority Population, descriptions of the programs/services that are new or expanded, types and amounts of wrap-around support services, as well as data on job placement rates, wages and salary earnings, and health and retirement benefits provided for individuals who participated in an established Future Ready Oregon program.
2. Baseline estimates of statewide labor force participation rates and how the Prosperity 10,000, Postsecondary Career Pathways, Registered Apprenticeships, Credit for Prior Learning, Workforce Ready Grants, Industry Consortia, and Workforce Benefits Navigators programs contributed to statewide labor force participation and statewide educational attainment goals. Also included in this assessment is: the long-term workforce projections for the healthcare and manufacturing industry sectors, credential attainment among participants, an assessment of employer offered benefits such as retirement and healthcare benefits for individuals who obtained employment after Future Ready Oregon participation, and job placements rates of participants by industry sector.

⁶⁰ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.

<https://depts.washington.edu/selfsuff/standard.html#:~:text=The%20Self%2DSufficiency%20Standard%20defines,by%20churches%20or%20local%20food>

⁶¹ Priority populations include communities of color; women; low-income communities; rural and frontier communities; Veterans; persons with disabilities; incarcerated and formerly incarcerated individuals; members of Oregon’s nine federally recognized Indian tribes; individuals who disproportionately experience discrimination in employment based on age; and Individuals who identify as members of the LGBTQ+ community.

3. Recommendations for future investments and opportunities to leverage private and federal funding to support workforce development in Oregon.

When Future Ready Oregon was passed on March 17, 2022, HECC’s Office of Research and Data (R&D) immediately began to plan for the collection of data from programs and participants to fulfill the legislatively mandated annual reporting requirements. The rapid pace of the program’s implementation meant HECC’s R&D staff had to develop and implement a statewide data collection under a similarly rapid pace. To accommodate this, they placed significant emphasis on collaborating with relevant partners and continuously improving data collection practices to best suit the needs and requirements of Future Ready Oregon.

R&D staff supplemented their own experience in statewide educational data collection by collaborating with the data collection team who oversees the administration of workforce data for Oregon’s local workforce development boards. That team runs the system I-Trac at Worksystems Inc. (WSI) and has both experience and expertise in collecting workforce development data in Oregon. R&D staff used both sets of knowledge to identify and design key data elements that could be used to assess equitable access, participation, types of workforce development service, and types of wraparound support services in Future Ready Oregon programs according to its legislative mandates. With the data elements defined, R&D created data collection templates that were as consistent as possible across programs, for grantees to use to input the data.

In addition to designing the data collection templates, R&D also determined the data submission cadence to be quarterly for all Future Ready Oregon programs which collect participant-level and service data. The rationale for quarterly data was to develop a system where timely data would be available to HECC Future Ready Oregon staff and interested parties. The data submission allowed grantees forty-five days after the end of the quarterly data collection period to prepare and submit their data to the HECC. Table 2.J.1 shows the dates of the quarterly data submissions.

Table 2.J.1: Future Ready Oregon Data Collection and Submission Schedule

Data Collection Period	Data Submission Deadline
March 17, 2022 – September 30, 2022	October 31, 2022
October 1, 2022 – December 31, 2022	February 15, 2023
January 1, 2023 – March 31, 2023	May 15, 2023
April 1, 2023 – June 30, 2023	August 15, 2023
July 1, 2023 – September 30, 2023	November 15, 2023

Source: HECC Research and Data materials.

To properly assess the outcomes of Future Ready Oregon in a manner consistent with legislative mandates, sensitive participant-level data had to be collected about each participant served by any Future Ready Oregon program. This includes information such as social security numbers (essential for determining employment outcomes), birthdates, addresses, and sensitive characteristics such as

sexual orientation, gender identity, history of incarceration, and disability status. As a result, the development of this data collection and submission process was focused on security.

Because of the size of the new data collection (hundreds of grantees), a robust and secure data submission tool was necessary. The HECC Information Technology (IT) department was tasked in June 2022 with creating a web portal that would allow Future Ready Oregon grantees to securely upload and submit data about their respective Future Ready Oregon participants and services. The system was ready to receive initial data submissions in February 2023 and was fully operational in May 2023 with full data validation functionality and multi-factor authentication.

The HECC IT department worked closely with R&D staff to develop the data submission operationalizations which included the user interface of the portal, data validations, and the underlying data storage structure. The HECC data submission portal was constructed to enforce a common data structure among all Future Ready Oregon programs in order to analyze the data in a consistent way across all grantees. This meant that grantees must format their data according to the data validation standards.

Also, during this time, the data collection templates were evolving, is typical for a new data collection. However, these seemingly minor changes impacted the grantees' initial success of submitting the data. R&D and grant administrators worked closely with the grantees to support their ability to successfully submit their data.

Lessons Learned

The timeline to develop and finalize data elements to be collected, the data collection tools, and the data submission portal were not aligned with the grant making timeline. The HECC began awarding Future Ready Oregon funds and executing grant agreements as early as May 2022. While these early grant agreements included data collection and submission requirements for grantees to submit participant-level and service-level data to the HECC on a quarterly basis, it lacked the technical specifications needed to begin collecting data immediately. Full data collection templates were developed and distributed to grantees in late October 2022.

This timeline misalignment meant complete data collection and submission requirements were provided to grantees after grant execution. Many Future Ready Oregon grantees are community-based organizations (CBOs) who do not have pre-established and robust data collection systems or experience, which meant the data collection and submission process details were overwhelming and they needed support to implement the data collection process.

In response to these concerns, R&D offered data collection and submission trainings for all Future Ready Oregon grantees as well as hosted open office hours and many other avenues for direct communication and access points. R&D staff often met one-on-one with grantees to provide assistance, answer questions, and walk through the collection requirements and submission procedures. Through these avenues, staff provided extensive technical assistance to grantees, which continues as new grantees come on board.

Multiple Future Ready Oregon grantees expressed concerns over the sensitivity of the data to be collected for both reasons of data security and privacy of participants, especially participants from Priority Populations. Grantees expressed concerns over collecting additional data from participants that is not typically collected, such as history of incarceration and sexual orientation.

With support from HECC's Future Ready Oregon staff, R&D also developed and provided training on trauma-informed data collection practices, which was modeled after the Oregon Health Authority's Real-D program.⁶² (See Appendix C.) R&D staff provided trainings on use of the trauma-informed data collection practices. To compliment the training, R&D developed a set of intake questions grantees could adapt or use for all participant-level data required that reflected the trauma-informed procedures as well as how to code the responses to meet the data validation rules.

These trainings and supports were offered before the May 2023 data submission. Because many grantees were already serving participants and had begun data collection before these trainings and supports, early data collection was sometimes sparse. Some grantees were not comfortable asking such personal and private question when they first began nor with the tension between asking for personal information that would be used to assess the success of grantees and Future Ready Oregon. After the trauma-informed data collection training and materials, many grantees submitted more complete data sets. We note that not all participants disclosed their identity around all Priority Population characteristics. The ability not to disclose is a trauma-informed data collection practice—where the power of what to disclose lies with the responding participant.

As shown in Table 2.J.2, the data elements most often missing from the participant level data were social security numbers, whether participants identify with a systemically nondominant sexual orientation and gender, experience incarceration or formerly incarcerated, a member of one of Oregon's federally recognized Native American Tribes, and disability status.

⁶² <https://www.oregon.gov/oha/ci/pages/reald.aspx>

Table 2.J.2: Percent of Missing or Undisclosed Participant Data by Data Element

	Prosperity 10,000	Post- secondary Career Pathways	Registered Appren- ticeships	Youth Programs	Workforce Ready Grants	Total
Total Number of Participants	3,854	3,354	316	1,141	868	9,441
Social Security Number	26%	77%	88%	95%	85%	60%
Race	6%	13%	2%	2%	16%	9%
Gender	30%	2%	0%	3%	7%	14%
Incarcerated or Formerly Incarcerated	0%	70%	51%	--*	55%	32%
Identifies as a member of LGBTQ+ community	13%	74%	33%	50%	63%	44%
Member of one of Oregon's Federally Recognized Tribes	11%	65%	11%	50%	56%	39%
Veteran	4%	19%	1%	0%	6%	9%
Identifies as a person with a disability	4%	61%	58%	26%	48%	33%
By Geography	1%	31%	1%	4%	18%	14%
Age	0%	0%	0%	1%	6%	1%
Income	4%	78%	28%	79%	67%	45%
Family Size	4%	76%	27%	48%	67%	45%

Source: HECC analysis of Future Ready Oregon participant data.

*Youth Programs did not ask participants about history of incarceration or incarceration because traditional age youth generally do not become incarcerated.

The prevalence of undisclosed or not-collected data is a significant concern for research. When a large portion of a group does not report their status, results may or may not be generalizable to the larger group. R&D staff are mitigating this impact in two ways. First, we worked closely with grantees on best data collection practices, developing and training on trauma-informed procedures and

providing trainings on the technical aspects of data collection for accurate data. This has yielded significant improvements in the response rates as grantees' data collection evolved and matured. Second, we will work to reduce nonresponses in some characteristics by match Future Ready Oregon data with other postsecondary education data at the HECC. This will enable a more comprehensive picture of participants in upcoming reports.

The prevalence of missing data can also raise concern for Future Ready Oregon programs and grantees, which are being assessed for prioritizing certain communities. To address these concerns, we chose to exclude the nonresponses when presenting the proportion of participants who identify as members of a Priority Population, at least in the current report. This was for two reasons. First, the number of participants not responding was sometimes substantial, especially in the first rounds of data collection, and any comparison by group would result in a focus on nonresponses rather than a focus on the inclusion of Priority Populations. Second, consistent with trauma-informed data collection principles, we chose to evaluate the programs with metrics that do not disadvantage grantees or programs with higher rates of nonresponse because of particular concern among those participants about disclosing their identities.

R&D staff has also continued to refine the data collection and submissions tools used by grantees to incorporate grantees' experience while maintaining data and reporting integrity. Most of these refinements were positively received by grantees such as ease-of-use changes to the data submission templates or R&D's development of data collection and submission trainings. These have been especially helpful for new grantees prior to grant execution and the start of data collection (e.g., those in Youth Program and Workforce Ready Grants). Meeting with those organizations who have been notified they are invited to become awardees ensures that grantees understand the level, process, and workload of the data collection and submission requirements. This also allows grantees the opportunity to adjust their budgets prior to executing the grant agreement, allowing grantees budget for the staff capacity to meet these data collection and submission requirements. Some changes caused further frustration among grantees, especially technical changes such as changing the multi-factor authentication system for the submission portal.

While this report covers only Future Ready Oregon participant and services data, R&D staff are planning for reporting on credentials attained and on employment outcomes to better understand the impact of Future Ready Oregon programs. Analysis of these data will require matching Future Ready Oregon data with other data systems inside and outside of the HECC which depends on improving Future Ready Oregon data further.

As mentioned above, R&D staff have been refining and improving the Future Ready Oregon data collection and submission process to maximize the ability to report and assess outcomes, the security of data, the agency of participants, and the burden on grantees. A key part of these efforts has been the cultivation of partnerships with other organizations and grantees. These partnerships inform the improvements to the data collection process and improve the level of customer service that R&D is able to provide. Now that the bulk of the work necessary to stand up a new and substantial data collection is underway, some processes can become more automated and efficient. This, in turn, will

allow R&D staff capacity to shift toward undertaking more complex analyses to further illuminate the impact of Future Ready Oregon.

2.K. CONCLUSION

Future Ready Oregon is substantive and innovative legislation seeking to improve workforce development so that it is equitable, aligned with employer needs, and expanding the labor force with skilled workers, all within four years. As such, timeliness and integrity of the data that is used to understand its impacts are of utmost importance to detect even small changes in Oregonians' education and economic outcomes.

Overall, the design and implementation of the Future Ready Oregon data collection and submission processes has been effective. Despite a relatively short time frame, the HECC was able to leverage its own expertise and the expertise of partner organizations to develop data collection and submission tools that meet legislatively mandated reporting requirements and a significant data submission process. While developing a data submission portal had to occur during the initial grantees' work, which took time and created difficulties, a functional submission portal was implemented and has been continually improved. The HECC's relationship with WSI and other organizational partners meant that no Future Ready Oregon data has gone unsubmitted. Furthermore, HECC staff was largely able to navigate a diverse plethora of concerns and issues raised by individual Future Ready Oregon grantees and in doing so, improve the overall data collection and submission process that underlie the practical assessment of Future Ready Oregon.

CHAPTER THREE: ECONOMIC ENVIRONMENT

The Future Ready Oregon legislation ([SB 1545, 2022](#)) requires the annual report to address how Future Ready Oregon programs are contributing toward expanding an equitable labor force and increasing postsecondary educational attainment by including data on several economic and - education trends. These include statewide labor force participation rates, employment projections in focus industries, projections related to postsecondary educational attainment needs, and progress toward state education goals. Where possible, these need to be disaggregated by characteristics to measure equity. In this section, we present these economic and education trends and the initial participation in Future Ready Oregon programs. While it is too early in the program to see an impact of Future Ready Oregon on the statewide measures, we will continue to track statewide measures with Future Ready Oregon outcomes as more statewide and participant data become available. Appendix A details the legislation's required report metrics, their source of data, their inclusion status for the reports, and, for measures included, the time period covered by the data.

3.A. OREGON'S LABOR FORCE PARTICIPATION

One primary intended outcome of Future Ready Oregon is to increase labor force participation rates and to do so in an equitable way. The benchmarks identified in the legislation include trends in labor force participation as well as comparisons between participation in Future Ready Oregon programs and participation in the labor force, disaggregated where possible. This section presents the labor force participation rates overall and disaggregated by age, race/ethnicity, gender, and geography.

Labor force participation rates are calculated based on the civilian, noninstitutional population ages 16 and older and represent the proportion of this population that is either employed or looking for work.⁶³ The unemployment rate is the proportion of the population that is currently unemployed and looking for work. The unemployment rate is thus a subset of the labor force participation rate. We include both in the tables below.

In Oregon, the labor force participation rate has generally declined over the past two decades. Though it has largely recovered from the pandemic-related economic crisis, participation remains lower than it was prior to the Great Recession of 2008.^{64,65} That the overall labor force participation rate has not risen since Future Ready Oregon began is not surprising given how early we are in the program's implementation. Finally, we note that the trend in Oregon is consistent with national labor force participation trends.⁶⁶

⁶³ This includes wage and salary workers, self-employment, independent contractors (e.g., gig workers), and unpaid work totaling at least 15 hours per work in a family business or farm (Bureau of Labor Statistics, <https://www.bls.gov/cps/definitions.htm>).

⁶⁴ <https://www.federalreservehistory.org/essays/great-recession-of-200709#:~:text=December%202007%E2%80%93June%202009,longest%20since%20World%20War%20II.&text=The%20Great%20Recession%20began%20in,recession%20since%20World%20War%20II>.

⁶⁵ <https://www.history.com/topics/21st-century/recession>

⁶⁶ [Morrisette, T. \(2022\)](#).

Oregon Labor Force Participation Rate



Figure 3.A.1: Oregon’s labor force participation rate among noninstitutionalized persons ages 16 and older

Source: Bureau of Labor Statistics.

Labor force participation rates can be calculated for specific groups of Oregonians as well, and the Oregon Employment Department (OED) releases rates for racial/ethnic, gender, and age groups and for different regions. To the extent that labor force participation rates for groups served by Future Ready Oregon rise faster than the overall rate, the implication is that Future Ready Oregon investments are meeting the program’s employment and equity goals. However, most of the results for these economic outcomes are still unfolding and will be unfolding for years to come. It takes time for training programs to be stood up, for participants to complete them, and for participants to find and keep jobs. Moreover, revising curricula and creating new education and training programs takes even more time. Finally, it takes time to collect, process, and analyze data on all of these factors.

We are thus left with a time gap between what we need to know to assess Future Ready Oregon impacts and what we can know today. We fill this gap with an additional approach: comparing the composition of Future Ready Oregon participants with the composition of labor force participants. This comparison provides a window into the labor force trends to come. If members of Priority Populations form a larger share of Future Ready Oregon participants than their representation in the labor force, it suggests that Future Ready Oregon programs are in fact successfully drawing new, disengaged, and/or underemployed Oregonians into workforce training and, eventually, into the labor force. Whether participants move from training programs into gainful and sustainable employment depends on whether they complete the programs, earn credentials, and find jobs in high-demand occupations and industries. However, participation in the programs remains the fundamental first step, and to that we now turn.

Labor Force Participation by Age

Part of the reason that Oregon’s labor force participation rate has fallen over the last couple decades is because fewer Oregonians ages 16 to 24 are entering the workforce than they were before 2000,⁶⁷ most likely because of expanded access to secondary and postsecondary education. In addition, Oregon’s population is aging and the large Baby Boom generation has either reached or is reaching retirement age, thereby decreasing the number of people in the labor force.⁶⁸ Table 3.A.1 presents labor force and population data by age group for 2021, showing the lower labor force participation rates and higher unemployment rates of youth through age 24.⁶⁹

Table 3.A.1: Oregon’s Population, Labor Force Participation Rate, and Unemployment Rate, by Age Group.

Age Group	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Total (ages 16 and older)	3,509,464	62.2%	4.3%
16 to 19 years	206,077	42.0%	12.2%
20 to 24 years	259,457	77.9%	7.2%
25 to 34 years	283,965	83.4%	4.2%
35 to 44 years	312,382	83.9%	4.4%
45 to 54 years	524,584	83.1%	2.9%
55 to 64 years	512,469	34.4%	3.3%
65 years +	816,714	14.0%	3.7%

Source: U.S. Census, Year 2020-2022.

Note. The labor force participation is a three-year rolling average to stabilize the fluctuations in labor force participation, especially after impact of the COVID 19 pandemic.

Table 3.A.2 shows the percentage of the labor force and the percentage of Future Ready Oregon participants in each age group. Future Ready Oregon programs served higher proportions of young people among their participants than the proportion young people comprise in the labor force. Whereas only 13 percent of the labor force is age 16 to 24, 31 percent of Future Ready Oregon participants were age 16 to 24. Moreover, these results exclude the participation in Youth Programs (per section 12.3(b) of the legislation) and include only those grantees in the Registered Apprenticeship, Workforce Ready Grants, and Prosperity 10,000 programs that served high school students and young adults. While it is too early to tell the extent to which the higher participation of

⁶⁷ Oregon Office of Economic Analysis (2021).

⁶⁸ <https://www.investors.com/etfs-and-funds/retirement/retirement-planning-reckoning-arrives-as-baby-boomer-generation-hits-peak-65/#:~:text=That's%20about%204.4%20million%20in,the%20so%2Dcalled%20Silent%20Generation.>

⁶⁹ Bureau of Labor Statistics (2022).

youth in workforce training will translate to gainful and sustainable employment, the results here are a fundamental step to increasing labor force participation among youth.

Table 3.A.2: Composition of Oregon’s Labor Force and Future Ready Oregon Participation by Age.

Age Group	Composition of Labor Force	Composition of Future Ready Oregon Participants
16 to 19 years	4%	13%
20 to 24 years	9%	18%
25 to 34 years	23%	26%
35 to 44 years	22%	21%
45 to 54 years	20%	13%
55 to 64 years	16%	6%
65 years +	6%	2%

Source: U.S. Census Bureau, Table S2301.

*The labor force participation rate is a three-year rolling average to stabilize the fluctuations in labor force participation, especially after impact of the COVID 19 pandemic (2020-2022).

**Does not include Youth Programs, per SB 1545 (2022), section 12.3.b.

Labor Force Participation by Race/Ethnicity

People of color generally participate in the labor force at higher rates than White people and higher than the population as a whole and yet, in some cases, people of color also have the highest unemployment rates.⁷⁰ Oregonians who identify as Black/African American and Native American/Alaska Native are more likely to be unemployed than people who identify as White or than the labor force as a whole. These racial/ethnic disparities are consistent with the significant barriers people of color seeking education and employment face.^{71,72,73,74}

⁷⁰ U.S. Census Bureau (2020a).

⁷¹ Within this general context, we should also note the specific legacy of racism in the state of Oregon. The state sits on expropriated tribal land, and for decades the state had laws prohibiting Blacks/African Americans from moving to the state to live. Further analysis of this history is beyond the scope of this report.

⁷² <https://www.portlandoregon.gov/civic/article/516558>

⁷³ ⁷³ <https://www.opb.org/article/2022/03/14/rise-of-klan-white-nationalism-hate-racism-oregon/>

⁷⁴ <https://www.oregon.gov/deiconference/Documents/Oregon%20Historical%20Society%20-%20Race%20in%20Oregon%20History.pdf>

Table 3.A.3: Oregon’s Population, Labor Force Participation Rate, and Unemployment Rate, by Race/Ethnicity, 2022.

Race/Ethnicity	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Total	3,509,464	62.4%	4.3%
Asian American/Asian	166,538	69.7%	3.1%
Black/African American	66,042	71.0%	9.3%
Latino/a/x/ Hispanic	436,064	72.8%	4.3%
Multi-racial	354,351	68.4%	4.4%
Native American/Alaska Native	42,956	66.9%	7.0%
Native Hawaiian/Pacific Islander	N/A	N/A	N/A
Some other race	176,773	71.8%	4.5%
White	2,605,528	59.9%	4.1%

Source: U.S. Census, Year 2022

*The labor force participation is a three-year rolling average to stabilize the fluctuations in labor force participation, especially after impact of the COVID 19 pandemic.

Table 3.A.4 shows the proportion of Oregon’s labor force and the proportion of Future Ready Oregon participants who identify in each racial/ethnic group. Every community of color except Asian/Asian American comprises a higher proportion of Future Ready Oregon participants than they comprise in the labor force. This indicates that Future Ready Oregon programs are finding success in their intentional outreach to communities of color and sets in motion a path to greater educational attainment and access to sustainable jobs and greater economic security.

Table 3.A.4: Composition of Oregon’s Labor Force and Future Ready Oregon Participants by Race/Ethnicity.

Race/Ethnicity	Composition of Labor Force	Composition of Future Ready Oregon Participants
Asian American/Asian	5%	3%
Black/African American	2%	7%
Latino/a/x/Hispanic	14%	16%
Multi-racial	9%	13%
Native American/Alaska Native	1%	2%
Native Hawaiian/Pacific Islander	--	1%
White	73%	48%
Some other race or not reported	5%	10%

Source: U.S. Census Bureau.

*Three-year rolling average and included “unknown” in the Census category of some other race (2020-2022).

**Does not include Youth Programs, per SB 1545 (2022), section 12.3.b.

Labor Force Participation by Gender

Table 3.A.5 shows labor force participation and unemployment rates by gender. Men are more likely to participate in the labor force and have higher unemployment rates, compared to women. The legacy of historical norms of family care taking, combined with the general lack of low-cost childcare, likely contributes to these differences.^{75,76,77}

⁷⁵ However, this general similarity hides a within-group disparity that can also be (partially) attributed to social norms around family. While women have a slightly lower unemployment rate on average, the more voluntary (non)participation of married women shrouds the higher unemployment rate experienced by women who maintain families (i.e., single moms). That is, married women with their spouse present potentially have more choice with respect to employment, while women who maintain families as the sole earner have less. The result is that women who maintain families are more likely to participate in the labor force, but must also confront barriers to employment, and as a result they are unemployed at nearly three times the rate of their married counterparts (8.4 percent & 2.9 percent, respectively).

⁷⁶ Oregon Office of Economic Analysis (2021).

⁷⁷ <https://www.americanprogress.org/article/fact-sheet-the-state-of-women-in-the-labor-market-in-2023/#:~:text=A%20massive%20gender%20gap%20exists,on%20their%20employment%20in%202022.>

Table 3.A.5: Oregon’s Population and Labor Force Data by Gender, 2022

Binary Gender	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Total	2,486,673	79.0%	4.0%
Men	1,262,995	82.4%	4.3%
Women	1,223,678	75.5%	3.6%

Source: U.S. Census Bureau, Year 2022.

*The labor force participation is a three-year rolling average to stabilize the fluctuations in labor force participation, especially after impact of the COVID 19 pandemic.

Future Ready Oregon grantees and grant administrators both reported the need for childcare to support participation in workforce development opportunities and employment, especially for women. In addition, many local workforce development boards invested in recruitment strategies and services specific to women to support their participation in training programs and the labor force. As shown in Table 3.A.6, men accounted for slightly more than half labor force participants, while women accounted for slightly more than half of Future Ready Oregon participants.

Table 3.A.6: Composition of Oregon’s Labor Force and Future Ready Oregon Participation by Binary Gender

Binary Gender	Composition of Labor Force*	Composition of Future Ready Oregon Participants**
Men	53%	49%
Women	47%	51%
Total	100%	100%

Source: U.S. Census Bureau, Table S2301.

*Three-year rolling average (2020-2022).

**Does not include Youth Programs, per SB 1545 (2022), section 12.3.b.

Labor Force Participation by Geography

Table 3.A.7 shows the labor force participation and unemployment rates for Oregonians in frontier, rural, and urban areas. These rates are calculated by the U.S. Census Bureau at the ZIP code level, which we aggregate into frontier, rural, and urban areas using the ZIP code classification list from the Oregon Health and Science University, Office of Rural Health.⁷⁸ Labor force participation is higher for Oregonians living in denser areas than for those living in less dense areas. Unemployment rates

⁷⁸ <https://www.ohsu.edu/oregon-office-of-rural-health/about-rural-and-frontier-data>

also tend to be lower for those in urban areas. Urban areas not only have more people but tend to have more businesses and employment opportunities as well.

Table 3.A.7: Oregon’s Population and Labor Force Data by Geography, 2022

Geography	Civilian Non-Institutional Population	Labor Force Participation Rate	Unemployment Rate
Frontier	33,487	69%	6.3%
Rural	753,989	73%	7.0%
Urban	1,685,503	80%	5.4%

Source: U.S. Census Bureau, Table S2301

Table 3.A.8 shows the proportion of labor force participants and the proportion of Future Ready Oregon participants who live in frontier, rural, and urban communities. We used participants’ residential zip codes to identify whether they lived in frontier, rural, or urban regions by matching them to the ZIP code classification list for the definition of different regions from the Oregon Health and Science University, Office of Rural Health. As with age, race/ethnicity, and gender, there are substantial differences in the composition of Future Ready Oregon participants and the composition of Oregon’s labor force by geographic regions. Higher shares of Future Ready Oregon participants were from rural (40 percent) and frontier communities (five percent) than the shares of labor force participants from those communities (28 percent and two percent, respectively). In contrast, Oregonians living in urban areas comprised a greater share of labor force participants and a relatively smaller share of Future Ready Oregon participants. Urban ZIP codes generally have higher participation in Future Ready Oregon programs and lower unemployment rates. As noted in the Workforce Ready Grant section of this report, access to broadband internet in rural and frontier areas continues to limit access to education and training.

Table 3.A.8: Participation Rate for Labor Force and Future Ready Oregon Services by Geography

Geography	Composition of Labor Force*	Composition of Future Ready Oregon Participants**
Urban	70%	55%
Rural	28%	40%
Frontier	2%	5%

* Source: U.S. Census Bureau, Table S2301, Three-year rolling average (2019-2021).

**Does not include Youth Programs, per SB 1545 (2022), section 12.3.b.

many underserved communities. Youth, communities of color, women, and rural and frontier communities had much higher representation in Future Ready Oregon programs than they had in the

labor force. This sets a foundation for individuals to experience the economic and equity goals of the program. To be clear, participation in workforce training programs is not a sufficient outcome—completion and employment are the necessary next steps—but it is the essential beginning if the goals of the program are to be realized.

Further, the consistency of the greater representation of underserved communities in Future Ready Oregon programs, compared to their representation in the labor force, suggests that the outreach and innovation efforts put into place by many grantees may be having a measurable impact.

It is important to note, Future Ready Oregon specifies other Priority Populations beyond age, communities of color, women, and rural/frontier communities. Additional Priority Populations include low-income communities, veterans, persons with disabilities, incarcerated and formerly incarcerated individuals, members of Oregon’s nine federally recognized tribes, and individuals who identify as members of the LGBTQ+ community. However, labor force participation data is only available by age, race/ethnicity, gender, and geographic areas making comparisons by the other Priority Populations not possible.

3.B. OREGON EMPLOYMENT PROJECTIONS

When Future Ready Oregon was passed, it included a focus on certain industries that had high labor demand, continued high projected growth, and opportunities for education and training pathways that carry higher earning potential.⁷⁹ The legislation points specifically to the healthcare, manufacturing, technology, and, to some extent, construction sectors. The most recent industry projections by the Oregon Employment Department (OED) forecast continued positive growth for these same sectors (excluding technology), as shown in Figure 3.B.1 below. The technology sector spans multiple industries and therefore does not show separately in the chart. The figure shows both the projected rate of growth (the percentage of jobs in 2021 by which the industry is projected to expand) and the number of projected new jobs for each industry.

⁷⁹ Daugherty, L., P. R. Bahr, P. Nguyen, J. May-Trifiletti, R. Columbus, J. Kushner, “Stackable Credential Pipelines and Equity for Low-Income Individuals,” 2023. RAND: Santa Monica, California.

Daugherty, L. and D. M. Anderson, “Stackable Credential Pipelines in Ohio: Evidence on Programs and Earnings Outcomes,” 2021. RAND: Santa Monica, California.

Di, X. and M. Trimble, “What About Certificates? Evidence on the Labor Market Returns to Nondegree Community College Awards in Two States,” *Educational Evaluation and Policy Analysis*. 38(2): June 2016.

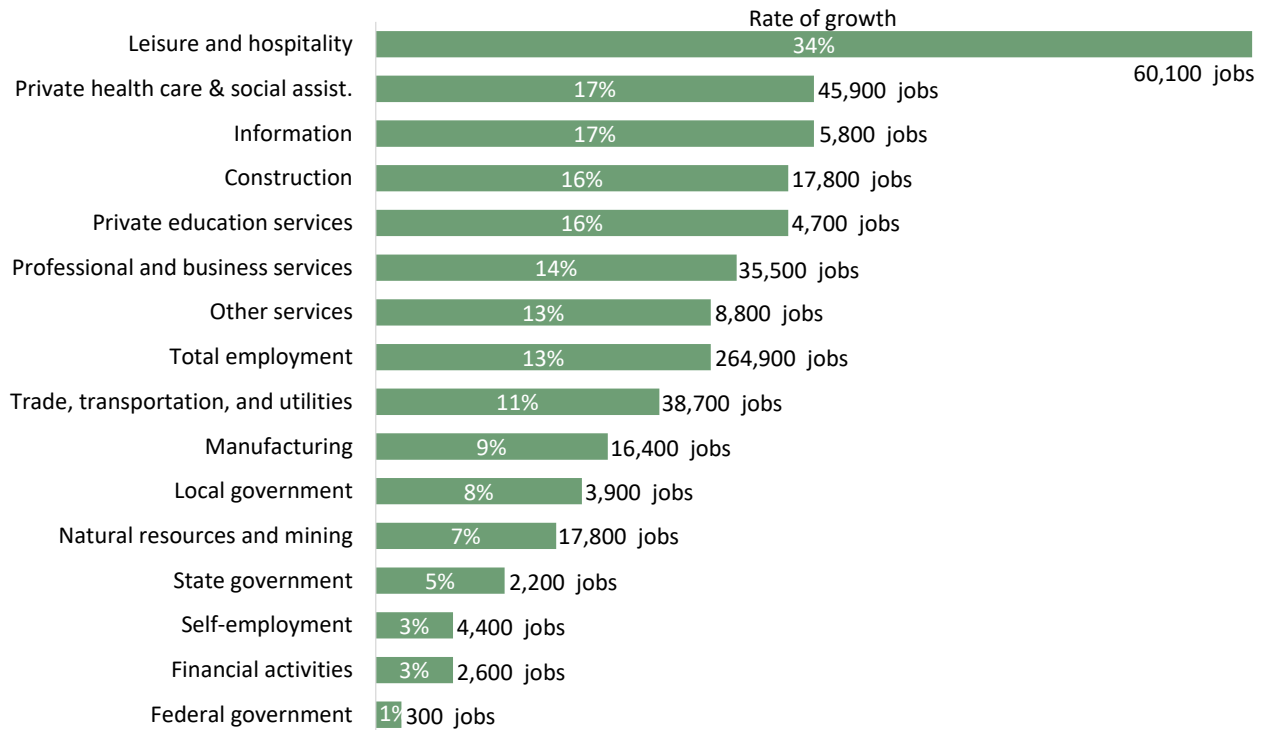


Figure 4.B.1: Projected Job Growth in Oregon by Industry, 2021 – 2031

Source: Oregon Employment Department, 2023, www.qualityinfo.org

To prepare Oregon’s workforce for employment in healthcare, manufacturing, technology, and construction industry sectors, many Future Ready Oregon grantees offer or are developing workforce training opportunities in these sectors. Table 3.B.1 below shows the number of unique participants that participated in a Future Ready Oregon service or program of training for a career in a specific industry. Thirty percent of participants in industry-specific programs were enrolled in a healthcare training program, and another 15 percent were enrolled in construction pre-apprenticeship and related training programs.

Table 5.B.1: Classification of Instruction Programs in Industry-Specific Training Programs by Number of Participants Served between May 2022 and June 2023.

Classification of Instructional Programs (CIP)	Number of Participants	Percentage of Participants
Engineering and Engineering Technology/Technicians	115	6%
Computer and Information Sciences and Support Services	79	4%
Construction Trades	266	15%
Health Professions and Related Clinical Sciences/Health Related Knowledge and Skills	553	30%
Transportation and Materials Moving	464	25%
Mechanic and Repair Technologies and Precision Production	126	7%
Other Instructional Programs	220	12%

Source: HECC analysis of Future Ready Oregon participant and service data.

Note: Career Pathways’ instructional programs are excluded because data regarding enrollment in which career pathways program is not available at this time.

Does not include Youth Programs, per SB 1545 (2022), section 12.3.b.

Oregon employment projections indicate continued expansion of the healthcare, manufacturing, and construction sectors, both in terms of rate of growth and numbers of new jobs. Future Ready Oregon services and training programs that are industry-specific are enrolling multiple participants in these sectors, particularly healthcare.

3.C. OREGON’S EDUCATIONAL ATTAINMENT

OED estimates that one-third of all job openings over the next decade will have minimum education/training requirements of more than a high school diploma or equivalent, and this proportion rises to 60 percent of jobs requiring education beyond high school to be competitive. For jobs earning above-average wages, 93 percent recommend education and training beyond high school to be competitive.⁸⁰ Because of this connection between education/training and earning power, another goal of Future Ready Oregon is to increase the credentials among participants and, more broadly, the educational attainment of Oregonians. Though it is too early to assess the impact of Future Ready Oregon on Oregon’s educational goals, we provide baseline data on educational attainment below.

Oregon has two educational attainment goals. The first goal, referred to as 40-40-20, focuses on youth and aims for 40 percent of the high school graduating class of 2025 to earn a bachelor’s degree or more, 40 percent to earn a two-year degree or short-term certificate, and 20 percent to earn a high school diploma or equivalency. Attainment levels in 2022 (the most recent year of data available) are

⁸⁰ Calculations made by HECC staff from OED data, Occupational Projections, 2021-2031 and Payton, Jason. 2022. “2022 Oregon Wage Data,” both at <https://www.qualityinfo.org/data> .

shown in Figure 3.C.1 below. Among all Oregonians ages 25 to 34 in 2022, 55 percent have earned a postsecondary award, compared to the 80 percent goal.

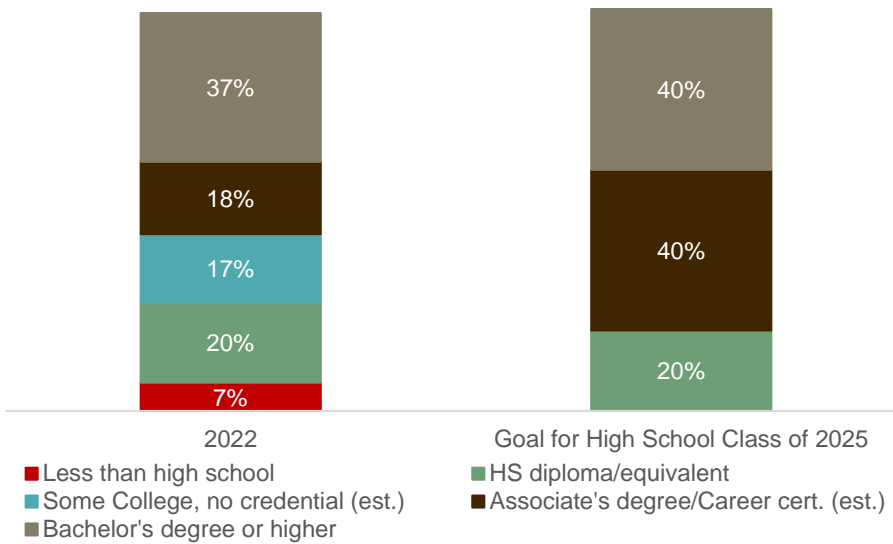


Figure 6.C.1: Oregon Educational Attainment among People Ages 25 to 34

Source: US Census, American Community Survey, Table S2301:

Oregon’s second educational attainment goal seeks to increase educational attainment for Oregonians ages 25 and older. Referred to as the adult attainment goal, this goal aims for at least 300,000 adults (ages 25 and older) to earn a new postsecondary degree, certificate, or credential of value by 2030. The goal of 300,000 was determined in connection with projected labor force needs. Because of the disparity in educational attainment in Oregon, the adult attainment goal has additional equity goals embedded to ensure that meeting Oregon’s educational attainment will reduce disparities by race/ethnicity, income level, and geography (rural/urban status), rather than perpetuate or exacerbate them. Oregon has made some progress toward the adult attainment goal over the last two years despite a decline in enrollment and completions resulting from the COVID19 pandemic, as shown in Figure 3.C.1. In terms of reducing the significant disparities in educational attainment, little to no narrowing of the equity gaps has occurred in these first two years of the goal because attainment has risen at a similar pace across groups.

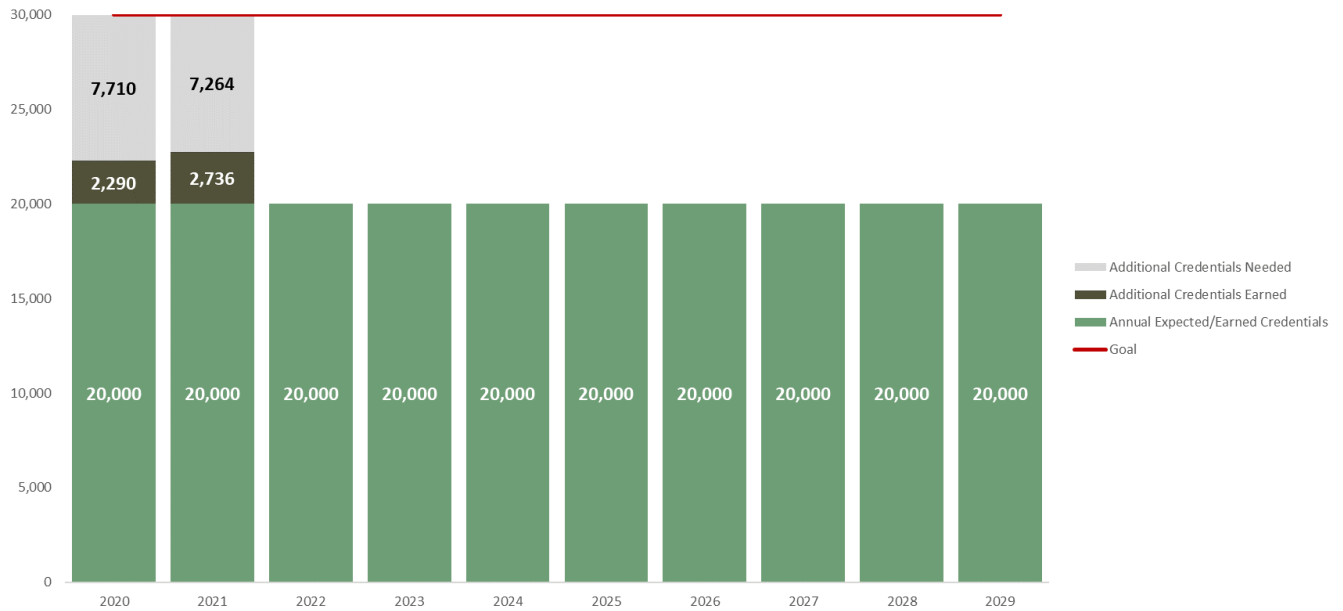


Figure 3.C.2: Number of Credentials Earned and Needed, 2020 - 2030

Source: HECC analysis of student data from public universities, community colleges, private career schools, and private degree-granting institutions licensed by the state, combined with aggregate totals reported by private degree-granting institutions exempt from state licensing requirements.

Oregon employment projections, combined with the education and training associated with different jobs indicate a strong need for postsecondary education and training over the next decade. Six out of ten jobs call for education and training beyond high school as the preferred level. For jobs that offer above-average earnings, 93 percent call for education and training beyond high school to be competitive. Future Ready Oregon presents new opportunities for increasing educational attainment, and we will track that impact on Oregon’s goals in upcoming reports when data become available.

3.D. FUTURE READY OREGON PROGRAMS AND PARTICIPANTS

Five of the eight Future Ready Oregon programs served participants between May 2022 and June 2023. The five Future Ready Oregon programs that provided direct service to participants during this period are Prosperity 10,000 (P10K), Postsecondary Career Pathways Training Programs, Registered Apprenticeships, Youth Programs, and Workforce Ready Grants. Many programs and grantees did not start serving participants until the first half of 2023, as grants were being awarded and new programs were being established. The rolling nature of program implementation is shown in Figure 3.D.1. As the figure illustrates, grantees were selected and received funds to begin work at different times, depending on the program. In addition, some programs built on existing programs, processes, and partnerships—namely P10K, Career Pathways, Registered Apprenticeship, and Youth Programs—while others were intended to maximize innovation and develop new strategies—namely, Workforce Ready Grants.

	April – June 2022	July – Sept 2022	Oct – Dec 2022	Jan – Mar 2023	April – June 2023
Prosperity 10,000	First round grants signed				
Postsecondary Career Pathways		First round grants signed			Close-out of grants
BOLI Registered Apprenticeships		First round grants signed	Second round grants signed		Third round grants signed
YDO Youth Programs			First round grants signed	First round grants signed	First round grants signed
Workforce Ready Grants				First round grants signed	First round grants signed

Figure 3.D.1: Timeline of implementation for select Future Ready Oregon programs by quarter, April 2022 through June 2023.

Source: Future Ready Oregon program materials.

In total, 9,441 participants were served by at least one of these five programs. Table 3.D.1 shows the total number of participants served by each program. Most were served by P10K and Career Pathways, which is not surprising given their early implementation and design to build on existing programs, processes, and partnerships.

Table 3.D.1: Number of Participants Who Received Services from May 2022 through June 30, 2023

Program	Count of Unique People Served
Prosperity 10,000	3,854
Postsecondary Career Pathways	3,354
Registered Apprenticeships	316
Youth Programs	1,141
Prior Learning Credit	--
Workforce Ready Grants	868
Industry Consortia	--
Workforce Benefits Navigators	--
Total	9,441

Source: HECC analysis of Future Ready Oregon participant data.

Among the participants for whom we have personal characteristic data, the vast majority are part of at least one Priority Population. Table 3.D.2 shows the number of participants in each Priority Population. Ninety-two percent of participants identified as a member of at least one of nine Priority

Populations.⁸¹ Sixty-two percent of participants identified as a member of at least two of the nine Priority Populations, and 26 percent identified as members of three or more Priority Populations. Almost half (47 percent) of participants identified as a person of color, half as female, and 45 percent as living in the rural or frontier ZIP codes of Oregon⁸². We note that participants who did not report their characteristics are excluded from the denominator of participants to calculate these percentages. This is because the number of participants not responding was substantial, especially in the first rounds of data collection. More detail can be found in the previous section, Reporting and Assessment.

⁸¹ Data reported for income status, one of the ten Priority Populations, was not reliable and therefore is not included in this year's report.

⁸² <https://www.ohsu.edu/oregon-office-of-rural-health/about-rural-and-frontier-data>

Table 3.D.2: Number of Participants Served by Priority Populations

Priority Populations	Unique Participants Served	Percent
By Race/Ethnicity		
Asian American/Asian	610	7%
Black/African American	292	3%
Native American/Alaska Native	275	3%
Native Hawaiian/Pacific Islander**	63	1%
Latino/a/x Hispanic	1,522	18%
Two or More Race	1,280	15%
White	4,533	53%
By Gender		
Female	3,539	51%
Male	3,378	48%
Non-Binary	64	1%
Federally Recognized Tribal Member in Oregon	126	2%
Veteran	542	6%
Person with a Disability	637	10%
Person Identifies with LGBTQA+ Community	316	5%
By Age		
Ages 24 and Younger	373	5%
Ages 25-39	2,798	40%
Ages 40 and Older	3,842	53%
By Geography		
Frontier**	3,798	40%
Rural	3,083	33%
Urban	2,528	27%
Incarcerated or Formerly Incarcerated	1,115	18%
Low Income	N/A	

Source: HECC analysis of Future Ready Oregon participant data.

Note: The percentages shown exclude participants who did not disclose data on these characteristics.

Across the programs, participants enrolled in a range of workforce development services. Services provided to participants were intended to engage Oregonians who often experience barriers to

employment with a salary and benefits that meet the self-sufficiency standard⁸³ while also prioritizing employers' and industries' demand for a diverse, skilled workforce. Table 3.D.3 shows the range and number of services provided, the number of participants receiving each service, and the completion rate of services. The three most common types of services received during this period were intentional services that were part of the Postsecondary Career Pathways Training Program (unique to that program), career coaching, and workforce development training. Overall, there was a 97 percent completion rate of services, excluding Career Pathways,⁸⁴ wraparound support services, and recruitment and engagement services as these are one-time investments.

⁸³ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.

<https://depts.washington.edu/selfsuff/standard.html#:~:text=The%20Self%2DSufficiency%20Standard%20defines,by%20churches%20or%20local%20food>

⁸⁴ At the time this report was written, HECC did not have all of the completion data from the community colleges finalized.

Table 3.D.3: Number and Percent of Future Ready Oregon Participants by Service Type and Service Completion Rate

Service Type	Number of Unique Participants	Percent of Unique Participants	Number of Services Received	Service Completion Rate
Career Pathways	3,354	35%	--	N/A
Career Coaching	2,514	26%	7,514	99%
Workforce Development Training	1,456	19%	1,506	89%
General Career Exploration	1,043	11%	1,982	99%
Tuition and Fees	867	9%	1,515	99%
Job Placement Services	495	5%	299	95%
Early Career Skills	471	4%	501	99%
Paid Work Experience	334	4%	344	88%
Recruitment and Engagement Services	190	2%	234	--
On-the-Job Training	182	2%	234	89%
Other	641	7%	1,147	96%
Wraparound – Transportation	471	5%	858	--
Wraparound – Tools, Supplies, Uniforms, Technology	300	3%	370	--
Wraparound – Residential Assistance	239	3%	402	--
Wraparound – Stipend	119	1%	119	--
Wraparound – Food Assistance	66	1%	66	--
Wraparound – Childcare	10	0.1%	10	--
Wraparound – Other	1,062	11%	1,302	99%

Source: HECC analysis of Future Ready Oregon participant and service data.

Note: N/A = not available. Excludes Credit for Prior Learning and Youth Programs services.

One of the most remarkable components of this first year of Future Ready Oregon funding (which drew on State General Funds) is the flexibility in allowable costs, including the wraparound support services described in previous sections. The purpose of these wraparound support services is to mitigate the barriers to participating in workforce development opportunities. P10K, Registered Apprenticeships, and Workforce Ready grantees allocated some of their grant funding to wraparound support services. Table 3.D.4 lists the type of wraparound support services and associated dollars provided to participants. In total, more than \$5 million was directly allocated to participants across these three programs. According to grantees and grant administrators, the ability and flexibility to

offer these wraparound support services made a significant difference for many participants, enabling them to participate in and complete workforce development education and training.

Table 3.D.4: Dollars Awarded to Participants by Service Type

Service	Amount
Tuition and Fees Assistance	\$3,261,529
On-the-job Training	\$428,264
Wraparound - Residential Assistance	\$435,693
Wraparound - Other	\$391,439
Workforce Development Training	\$167,865
Wraparound - Transportation	\$150,102
Wraparound - Tools, Supplies, Uniforms, Technology	\$107,813
Paid Work Experience	\$56,750
Wraparound -Stipend	\$16,000
General Career Exploration	\$13,542
Wraparound - Childcare	\$12,952
Wraparound - Food Assistance	\$2,633
Recruitment and Engagement Services	\$1,010
Total Amount	\$5,069,420

Source: HECC analysis of Future Ready Oregon expenditure data.

Note: Excludes Youth Programs services.

To assess equity in services completion among participants, we show the percentage of participants who completed services, disaggregated by Priority Population in Table 3.D.5 below.⁸⁵ Participants who are members of Priority Populations complete services at a rate of 89 percent or higher, excluding wraparound support services and recruitment and engagement services. These rates vary slightly by Priority Population, and we will continue to track differences over the coming years.

⁸⁵ The Future Ready Oregon programs included in the service/program completion data are Prosperity 10,000, Registered Apprenticeship, and Workforce Ready Grants. Postsecondary Career Pathways and Youth Programs are excluded due to no service and/or completion data available.

Table 3.D.5: Service and Program Completion Rate by Priority Population

Priority Populations	Program/Service²⁴ Completion Rate
By Race/Ethnicity	
Asian American/Asian	99%
Black/African American	98%
Native American/Alaska Native	91%
Native Hawaiian/Pacific Islander*	89%
Latina/o/x/Hispanic	97%
Two or More Races	98%
White	98%
By Gender	
Female	97%
Male	98%
Non-Binary*	95%
Federally Recognized Tribal Member in Oregon	91%
Veteran	94%
Person with a Disability	98%
Member of LGBTQA+ Community	95%
By Geography	
Frontier	98%
Rural	96%
Urban	98%
By Age	
Ages Younger than 25	97%
Ages 25 – 39	98%
Ages 40 and Older	97%
Incarcerated or Formerly Incarcerated	99%

Source: HECC analysis of Future Ready Oregon participant and service data.

*The numbers of participants represented in these groups are less than 50, and results may vary more in coming years.

Note: Excludes Youth Programs services.

Results from this first year of data illustrate that Future Ready Oregon programs have served a large group of participants, the vast majority of whom were from Priority Populations (among those who reported data). Programs have provided a range of services, including essential wraparound support

services that support the whole person, and nearly all participants completed the services they received.

Conclusion

Oregon labor force participation remains historically low, particularly for youth and rural and frontier communities. Initial participation results show youth, communities of color, women, and rural and frontier communities with higher representation in Future Ready Oregon programs than they had in the labor force. This initial step sets a foundation for individuals—particularly those from underserved communities—to access greater economic opportunities. Though participation in programs is only the beginning, it is an essential first step for the economic and equity goals of Future Ready Oregon to be met.

The most recent Oregon employment projections show the healthcare, manufacturing, and construction sectors continue to expand, and many Future Ready Oregon participants are enrolling in training programs for jobs in these sectors. Educational projections indicate that most jobs over the next decade will call for education and training beyond high school to be competitive, and nearly all jobs with above-average wages do so.

The first year of participant data indicate that Future Ready Oregon programs served nearly 9,500 Oregonians, even though many programs were just being stood up in the second half of the 13-month period covered here. Moreover, the vast majority of participants were from Priority Populations (among those who reported such data). Programs provided a range of services, including wraparound support services that facilitate participation in career training, and nearly all participants completed the services they received.

Taken together, these results suggest the continued need for Future Ready Oregon programs and initial success of the programs to date. The need for an expanded and diverse labor force continues into the foreseeable future, and many Oregonians' need for greater access to education and training and economic stability remains as well. The consistency of underserved groups to comprise greater shares of Future Ready Oregon participants than of the labor force, combined with the nearly 10,000 Oregonians served by Future Ready Oregon programs in the first year of grants, indicates that the programs are on their way to helping meet these needs.

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

The eight programs included in Future Ready Oregon legislation were specifically designed to expand existing and successful workforce development strategies, such as those offered by the local workforce development boards and community colleges, and to create new opportunities and partnerships in Oregon’s workforce development system. Future Ready Oregon is a \$200 million investment aimed at increasing economic prosperity and equity by connecting individuals to the education and training they need for well-paying jobs and preparing a skilled workforce that matches the needs of Oregon’s businesses and industries. In this section we briefly summarize the progress of each program and the investment as a whole, and we offer recommendations for the coming year.

4.A. SUMMARY

Future Ready Oregon programs are administered by the Higher Education Coordinating Commission (HECC), the Bureau of Labor and Industry (BOLI), and the Oregon Department of Education – Youth Development Oregon (YDO) division, in coordination with multiple other state agencies, governing boards, and public and private organizations. All eight programs are fully implemented and operational.

Prosperity 10,000

Oregon’s nine local workforce development boards implemented Prosperity 10,000 (P10K) swiftly and deliberately under a tight timeframe. They received their first round of funding, General Fund dollars, in May 2022 and their second-round funds, American Rescue Plan Act (ARPA) dollars, in July 2023. Many local workforce development boards conducted community engagement events to better understand the needs of their constituents, awarded grants, and built new partnerships. From May 2022 through June 2023 workforce development programs funded by P10K served 3,854 Oregonians. This is a notable accomplishment, as it is nearly 40 percent of the P10K goal of serving 10,000 Oregonians completed in about 25 percent of the time (i.e., by June 30, 2026). In addition, the local workforce development boards focused on serving Priority Populations, which is reflected in the fact that almost all participants—94 percent—identified with at least one of nine Priority Populations.⁸⁶ For the duration of Future Ready Oregon, the P10K funding will focus on the advancing education and training opportunities for underserved communities. The local workforce development boards plan to continue to leverage partnerships, refine services, and adapt to emerging challenges in an effort to improve equitable access to family-wage careers and contribute to each region’s prosperity. The local workforce development boards will report the results and lessons learned of these efforts annually to the Workforce and Talent Development Board (WTDB), HECC, and Governor’s Office through its governance model for widespread sharing of promising practices.

⁸⁶ Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year’s report. The local workforce development boards reported to the WTDB that 100 percent of people served were from at least one or more of the Priority Populations as they had data pertaining to all Priority Populations.

Postsecondary Career Pathways

The Future Ready Oregon Postsecondary Career Pathways investment allowed community colleges to expand existing Career Pathways programs and create new and/or expanded intentional student support services to serve more students with stackable credentials for specific careers. Overall, the colleges served 3,354 students with the funding, and 96 percent of participants were from one or more of nine Priority Populations.⁸⁷ This is notable, as not all grants directly served participants; many were capacity-building grants focused on infrastructure and outreach. Postsecondary Career Pathways invested in expanding the capacity to serve diverse students by improving instructional programs, purchasing industry-standard equipment, and conducting outreach to underserved communities. One strategy many colleges employed to increase access of Postsecondary Career Pathways programs to diverse students was to strengthen matriculation from Adult Basic Education coursework into Career Pathways programs. The improvements to these programs with the Future Ready Oregon investment are designed to expand access to Career Pathways programs and to make that access more equitable for years to come.

Registered Apprenticeship

The Future Ready Oregon Registered Apprenticeship program offered four rounds of funding in 18 months by the Apprenticeship and Training Division (ATD) of BOLI. After each round, BOLI staff identified areas to improve their reach to all regions of Oregon and all Priority Populations, as well as improve the type of apprenticeship and pre-apprenticeship programs available. ATD engaged with many Oregon communities and organizations, inviting applications from new and existing partners from across the state to expand the program's reach. ATD then offered individualized support for applicants (i.e., the organizations applying to provide apprenticeship or pre-apprenticeship programs), both to provide technical assistance and to ensure the applicants understood the requirements of becoming a registered apprenticeship or pre-apprenticeship program. Registration of new apprenticeship and pre-apprenticeship programs is a process that takes many months, and the programs funded were in early stages in the period covered by this report. Of the applicants who were awarded funds, 10 served participants prior to June 30, 2023. These 10 grantees served over 300 participants, among whom 86 percent were from at least one Priority Population.⁸⁸

Youth Programs

The Future Ready Oregon Youth Programs offer workforce development opportunities to disengaged youth. YDO worked to include organizations in the application process that serve Priority Populations and those newly interested in offering youth-oriented workforce development. YDO awarded funding in two rounds. The first round ended June 30, 2023, and the second is underway, with YDO finalizing grant agreements at the time of this report. In the first year, organizations

⁸⁷ Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year's report.

⁸⁸ Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year's report.

funded by Youth Programs served more than 1,100 youth, 92 percent of whom represented at least one Priority Population.⁸⁹ In the 2023-2025 biennium, YDO is working with grantees to prepare youth for employment with self-sufficiency wages and increase their educational attainment.

Credit for Prior Learning

The HECC administered grants to expand the ways students can earn credit for prior learning (CPL) that they received outside of traditional educational institutions and/or in other countries' higher education institutions. These grants were capacity-building grants that allowed interested public universities and community colleges to increase existing CPL opportunities and to develop new offerings. This work also included training faculty and staff to assess prior learning and administer the CPL process. Five public universities and 14 community colleges applied for funds, and all were awarded grants, which they used to develop and expand training materials for faculty and staff and outreach strategies to expand use of CPL, especially among Priority Populations. Measuring the impact of this investment in terms of students who earn CPL is not possible now, as these were capacity-building grants that will show impact in coming years. In addition, data recording procedures are a challenge for most community colleges. Overall, the Future Ready Oregon CPL program has provided much needed funding to support the development of CPL options at postsecondary institutions across the state, but measuring the impact of this in the future will be hampered by technical challenges at most colleges.

Workforce Ready Grants

Workforce Ready Grants focus on improving education and training opportunities and equity in the healthcare, manufacturing, and technology industry sectors. The HECC awarded the first round of 42 Workforce Ready Grants in early 2023, to be completed by June 30, 2023. The first round of funding was focused on capacity-building grants to develop partnerships and programming in at least one of the key industry sectors and/or to address barriers to workforce development opportunities for at least one Priority Population. Partnerships ranged from two entities to complex regional partnerships with CBOs, community colleges, workforce service providers, businesses, and employers. Many grantees provided direct services to participants as well, and 868 participants were served by Workforce Ready Grants in just a few months. Of these participants, 93 percent were from one or more Priority Populations.⁹⁰ The allocation of Round Two funding, consisting of ARPA dollars, is underway as of writing of this report and will create or expand education and training programs in the key industry sectors. Technical assistance contractors and Workforce Ready Grants grant administrators supported potential applicants throughout the application and awarding process, and 30 Round Two grant agreements are expected to be executed in early 2024.

⁸⁹ Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year's report.

⁹⁰ Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year's report.

Industry Consortia

The Industry Consortia are designed to improve alignment of workforce development activities that strengthen the workforce in each industry, especially with individuals from Priority Populations. HECC Future Ready Oregon staff worked with industry and community leaders to engage a broad representation of Oregon's experts to serve as members of the three Consortia, one each for the healthcare, manufacturing, and technology industry sectors. The Consortia are led by representatives from business, labor, education and training, and community-based organizations (CBOs). All Industry Consortia are currently active. The Healthcare Industry Consortium convened their kick-off meeting in early spring 2023; the Technology Industry Consortium convened in June; and the Manufacturing Industry Consortium convened in August. Currently all of the Industry Consortia have enacted a consensus approach to planning and decision-making, established a common understanding of how to use an equity lens in discussions and decision-making, and formed subcommittees. The Consortia are developing plans for their work and recommendations for priorities that will be used to award the Workforce Ready Grants in Round Three.

Workforce Benefits Navigators

The goal of the Workforce Benefits Navigators (WBN) pilot program is to connect Oregonians with workforce development opportunities and benefits that will mitigate barriers to self-sufficient⁹¹ employment opportunities. The WBN pilot program, consisting of ARPA funds, launched in 2023. HECC Future Ready Oregon staff used a process to establish award amounts and allowable costs that included input from local workforce development boards, state agency partners, CBOs, and community partners. They employed a funding distribution model that addresses local needs and supports local workforce development boards in achieving their goals to reach people across their respective geographic regions. Currently, HECC Future Ready Oregon staff are developing the grant agreements based on the proposals that the nine local workforce development boards submitted.

Assessment and Accountability

The HECC Office of Research and Data (R&D) designed the data collection process needed to measure progress of the Future Ready Oregon programs consistent with requirements as stated in Section 12 of SB1545 (2022) legislation. HECC R&D staff collaborated with external partners, grantees, and HECC IT to develop the data collection elements, the submission requirements, and the secure data system needed to house the data. Grantees that directly served participants described the burden of collecting and reporting participant and service data, and many expressed concerns about collecting and reporting some of the sensitive and personally identifiable data required to identify Priority Population status and employment outcomes. Additionally, some grantees had

⁹¹ The Self-Sufficiency Standard defines the amount of income necessary to meet basic needs (including taxes) without public subsidies (e.g., public housing, food stamps, Medicaid or childcare) and without private/informal assistance (e.g., free babysitting by a relative or friend, food provided by churches or local food banks, or shared housing). The family types for which a Standard is calculated range from one adult with no children, to one adult with one infant, one adult with one preschooler, and so forth, up to two-adult families with three teenagers.

<https://depts.washington.edu/selfsuff/standard.html#:~:text=The%20Self%2DSufficiency%20Standard%20defines,by%20churches%20or%20local%20food>

already begun serving participants before data collection and submission procedures were finalized, which contributed to the prevalence of nonresponses, especially from early participants. To mitigate these concerns, HECC R&D staff provided extensive technical assistance, trauma-informed data collection materials and trainings, and improvements to processes wherever possible. Moving forward, HECC R&D staff are providing training about data collection processes prior to the grant agreements being executed to further help grantees understand the extent and importance of participant-level and service-level data. Organizations can then to update their operational plan and budget if needed to fulfill the reporting requirements before they sign grant agreements.

Overall Equity, Impact, and Economic Environment

In the first 13 months of Future Ready Oregon, a total of 9,441 participants were directly served by at least one of the following programs: P10K, Postsecondary Career Pathways, Registered Apprenticeships, Youth Programs, and Workforce Ready Grants. Though most programs do not have goals for the number of participants served, P10K does, and that program reached almost 40 percent of its goal of 10,000 participants in 25 percent of its timeframe. In addition, many of the grants across these programs began serving participants only half-way through the time period covered here, and many others were capacity-building and not directly serving participants at all. Taken together, the nearly 10,000 Oregonians directly served by Future Ready Oregon through June 30, 2023 is a strong start to the investment.

Across all eight programs, serving Priority Populations was a consistent emphasis. Grant administrators, grantees, and partners almost all used this service as a criterion for awarding grant and sub-grants. Even in the case of capacity-building grants, organizations often planned projects that improved the way organizations include and serve Priority Populations. This emphasis on expanding equity and diversity is reflected in this year's results; 92 percent of participants who reported data identified as a member of at least one of nine Priority Populations, 62 percent identified as a member of at least two of nine Priority Populations, and 26 percent identified as members of three or more Priority Populations.⁹² In many cases, programs served Priority Populations at higher rates than their representation among Oregonians. These high numbers demonstrate steady progress toward the equity goals of Future Ready Oregon.

The services and program completion rate among participants directly served is 97 percent.⁹³ This completion rate reflects participation in workforce development training, general career exploration, paid work experience, on-the-job training, early career skills, job placement services, and tuition and fees programs that were funded by P10K, Registered Apprenticeships, and Workforce Ready Grants. While there was slight variation in service/program completion rates by Priority Population, completion rates for all of the services were almost always over 90 percent.

⁹² Percentage reflects participants who reported such data. Earliest participants may not have been asked to report as processes were being put into place. Data reported for income status was not reliable and therefore is not included in this year's report.

⁹³ Postsecondary Career Pathways, wraparound support services and recruitment and engagement services were not used in calculating the completion rates.

Future Ready Oregon programs offered many services focused on general career coaching, early career skills, workforce development training, and general career exploration. Some trainings were specific to an occupation or industry, the most common of which were related to healthcare (30 percent of such training services), transportation and materials moving (25 percent of such training services), and construction trades (15 percent of such training services). Less than 10 percent of the participants who engaged in workforce development training focused on either technology or manufacturing. With the focus on the healthcare, manufacturing, and technology industry sectors in the Industry Consortia and the future rounds of Workforce Ready Grants, we will continue to assess preparation for occupations in these industries.

Oregon labor force participation remains historically low, particularly for youth and rural and frontier communities. Unemployment rates remain low as well, indicating the need for more workers, and labor force projections indicate this need will continue to rise. Compared to Oregon's paid labor force, Future Ready Oregon participants are more racially and ethnically diverse, more geographically diverse, younger, and more often women. This is a key accomplishment because it is the necessary first step in creating a larger and more diverse labor force. Although it is still early in Future Ready Oregon's implementation, we will continue to assess these results in coming reports, as well as assessing outcomes related to credential attainment and gainful employment with benefits.

4.B. IMPLICATIONS AND RECOMMENDATIONS

Taken together, the findings above indicate strong progress in the Future Ready Oregon investment. Nearly 10,000 Oregonians were served by Future Ready Oregon programs, many engaging in multiple services. Nearly all of the participants who reported data were from one of the Priority Populations laid out in the statute. The completion rate among participants was similarly high, and this was true across programs and priority populations. In addition to serving this first round of participants, grantees laid foundations to serve many more participants: they developed infrastructure and increased capacity, developed outreach to underserved groups, and built partnerships to align programs. For long-term change, program administrators and grantees implemented ongoing efforts to reach communities and Priority Populations and to create innovation. In its second year, Future Ready Oregon continues on the strong path begun in 2022 to expand and improve equitable workforce development. We now look ahead to 2024 and present implications that emerge from across the programs and inform recommendations for continued improvement and future funding.

Engagement with Communities Being Served

Throughout the Future Ready Oregon activities, engagement has been practiced at new levels in all eight programs. All three agencies administering Future Ready Oregon made deliberate efforts to engage CBOs new to workforce development, representatives and organizations that serve Priority Populations, and existing partners in workforce development. These outreach and engagement efforts informed requests for applications, award selection processes, and grant-making processes. Improvements to education and training opportunities and recruitment strategies were also shaped by insights revealed through engaging with community partners and Priority Populations. While we

cannot yet definitively conclude that these engagement strategies resulted in the serving of so many participants from Priority Populations, the findings suggest there is an impact of these new levels of engagement. More than nine in 10 participants served were from Priority Populations, and program completion rates were similarly high for all groups.⁹⁴

Beyond those who directly serve participants, others engaged with the groups they served as well. Future Ready Oregon program administrators engaged with grantees individually and as a group, and the programs benefitted. Across programs, the HECC, BOLI, and YDO grant administrators connected with grantees and members of the Industry Consortia frequently. They regularly held check-in meetings, convened opportunities to share promising practices among grantees, and problem-solved individually and with multiple partners and grantees. Grantees frequently attributed much of their program successes to the personal connections, availability, responsiveness, and guidance of the grant administrators. These engagement strategies also resulted in partnerships among the grantees, as grantees learned more about the services offered by their colleagues across Oregon. In some cases, these partnerships bridged participants from one service to another to increase their ability to become employed with self-sufficiency wages. These partnerships also resulted in sharing insights and successful strategies for serving specific populations.

Another engagement strategy was related to the data collection and data submission processes. HECC's Office of Research and Data (R&D) engaged with those from Worksystems, Inc. who manage data collection at local workforce development boards to learn from their experience as HECC designed the Future Ready Oregon data collection. Additionally, HECC R&D staff worked with grantees individually and in groups to provide trauma-informed data collection trainings, trouble-shoot challenges, and receive feedback for improvements. The data are more complete and the submission processes are stronger because of this engagement than they were initially.

In summary, all programs worked to ensure that Oregonians from Priority Populations could access Future Ready Oregon workforce development opportunities and regularly assessed the inclusiveness of their activities. When programs identified communities that may have been unintentionally excluded, staff reached out to learn what was needed to be more inclusive. For example, in the first round of funding for Workforce Ready Grants, no applications from Tribal governments were received. After reaching out to Tribal nations, HECC Future Ready Oregon staff learned that the application period needed to be longer to facilitate the tribal government approval process. They made this change in the second round. This and many other examples throughout this report describe engagement with partners and the community to continuously improve the work undertaken. After all, transforming Oregon's workforce system to be equitable and prepare the workforce with evolving skills requires engagement, the dedicated practice of continuous improvement, and humility.

⁹⁴ Completion rates exclude Postsecondary Career Pathways, wraparound support services, and recruitment and engagement services. At the time this report was written, HECC did not have all of the completion data from the community colleges finalized.

Recommendation 1: Future workforce development investments, especially those that aim to advance equity, should prioritize engagement with the communities intended to benefit from the investment. Current investments should continue to do so.

Flexible Funding

One of the most commonly reported benefits of the Future Ready Oregon grant programs is their flexible funding, especially given Oregon’s relatively low unemployment rate. Usually, grantees referred to the benefits of flexible funding in relation to wraparound support services. Grantees explained that without the ability to provide, on an individual basis, what participants need to enroll and complete workforce development training and education, they could not have served as many Oregonians from Priority Populations. Many participants would not have been able to take advantage of grant-funded services without access to childcare, transportation, food, housing, and items required to participate in the workforce development opportunity (e.g., tuition and fees, tools, supplies, uniforms, and access to technology). For example, one Registered Apprenticeship grantee reported that they were able to leverage the Future Ready Oregon dollars with a United States Department of Labor (DOL) multimillion-dollar grant-funded apprenticeship program. The allowable uses of the DOL grant did not include wraparound support services. The grantee used Future Ready Oregon funds for a program manager who worked with all of the apprentices served by the DOL grant and provided education and training materials in some of the apprentices’ primary language (e.g., Spanish). The Future Ready Oregon funding also covered the apprentices’ transportation expenses. This grantee reported that without these wraparound support services funded by Future Ready Oregon, the DOL grant program would have had a lower completion rate.

Registered Apprenticeship programs are not alone in this experience. The local workforce development boards frequently reported the flexibility to support the needs of individual participants as significant, citing the limitations of federal workforce development grants. Youth Programs were able to provide paid work experience to youth—also an activity not allowed with federal youth workforce development funding.

Recommendation 2: Future workforce development investments should include flexibility in allowable uses of funds to encourage innovation, maximize reach, and improve program success. Current investments should continue to do so.

Industry-Focused Workforce Development Education and Training

An important component of Future Ready Oregon is preparing the workforce for high-demand and high-wage jobs in Oregon, with an emphasis on the healthcare, manufacturing, and technology industry sectors. The rationale behind the focus on these three sectors is their significant job growth

and evolving skill sets needed among many of the occupations in these industries. Many healthcare, manufacturing, and technology occupations also include short-term and stackable educational pathways to employment, self-sufficient earning potential, and opportunities for economic mobility in many regions across Oregon. About half of Future Ready Oregon participants enrolled in topic-based job training, the great majority of whom are Postsecondary Career Pathways students. Outside of Postsecondary Career Pathways, 29 percent of Future Ready Oregon participants enrolled in topic-based job training. Among these participants, 30 percent (553 participants) enrolled in a training related to the healthcare industry, and less than 20 percent enrolled in a manufacturing-focused training or a technology-focused training (381 participants).⁹⁵

Recommendation 3: Future Ready Oregon programs should expand workforce development trainings for the healthcare, manufacturing, and technology sectors.

Administrative Planning

Future Ready Oregon administrators met across programs frequently to share successes and problem-solve administrative issues such as ARPA reporting, data collection procedures. These partnerships resulted in more efficient business processes, more consistent administrative strategies, and more time for grantees to focus on workforce development.

For example, the Round Two grants for Youth Programs and Workforce Ready Grants, the WBN allocation, and the second allocation of P10K use ARPA funds. The use of these funds requires different and more detailed reporting components than state General Funds required. HECC Future Ready Oregon staff anticipated the significant impact this change would have and worked with the Oregon Department of Administrative Services (DAS), which administers the ARPA funds allocated to Oregon, to understand these new requirements, owing to their complexity and ambiguity. HECC Staff spent many months clarifying the ARPA requirements and developing more straight-forward templates for grantees' ARPA reporting to prevent their having to decipher the requirements themselves. The HECC staff will transfer grantees' information to the DAS ARPA reporting templates. Similarly, new insurance requirements for grantees working with vulnerable populations also imposed administrative burdens that Future Ready Oregon administrators worked to consolidate and ease.

These two changes resulted in substantial changes to the standard operating procedures of awarding funding and training for P10K, Workforce Ready Grants, and Youth Programs that centralized several administrative tasks and reduced the time grantees needed to devote to administrative work. Similar examples can be found in other programs and with data collection and reporting. The impacts

⁹⁵ Data only includes participants from P10K, Registered Apprenticeships, and Workforce Ready Grants. Career Pathways and Youth Programs services data were not available. Also important to note, the only Future Ready Oregon programs that required specific industry training are Registered Apprenticeships and Workforce Ready Grants.

of these centralized processes include improved administrative reporting and greater time for grantees to spend with participants and workforce development.

Recommendation 4: Future workforce development investments should provide the time and staffing resources to build processes and tools that ease the administrative burden on grantees for different funding sources. Current investments should continue to do so.

4.C. CONCLUSION

The implementation of Future Ready Oregon’s eight programs has been timely and has adhered to the legislation’s focus on community engagement, equity, and innovation. This has led programs to serve nearly 9,500 Oregonians in the first 13 months, reach Priority Populations at a higher rate than their representation in the labor force, and share that wraparound support services helped facilitate a 97 percent completion rate. As we near the end of this second year of Future Ready Oregon, the programs and participants have made significant accomplishments. In the coming year, we look forward to evaluating the impact of this work on education and employment.

APPENDIX A. REPORTING REQUIREMENTS OF SENATE BILL 1545 (2002)

This Appendix details the measures required to be included in the Future Ready Oregon annual report per Senate Bill 1545 (2022). For each required element, Table A.1 below lists the source of data, the inclusion status for this year’s report, and, for measures included, the time covered. Data come from a variety of sources for these measures, including state and federal agencies, educational institutions, Future Ready Oregon grantees, and others. For all of these sources, cleaning and analyzing data takes several months, and new data collections extend this time further as processes are put in place. For this reason, available data often lag months or years between collection and reporting. All measures for which data are available at the time of the report’s writing are included each year.

Table A.A.1: Reporting requirements of Senate Bill 1545 (2022), their date of inclusion in annually required reports, sources of data, and time period covered.

Statute	Measure	Report Inclusion	Data Source	Time Period Covered
12.(1)(a)(A) 12.(1)(b)(A)	Number of individuals from priority populations registering for programs	All reports beginning with Year Two report	<ul style="list-style-type: none"> • Future Ready participant data • Future Ready service data 	Quarter 3 of prior year to Quarter 2 of report year
12.(1)(a)(A) 12.(1)(b)(A)	Number of individuals from priority populations completing programs	All reports beginning with Year Two report	<ul style="list-style-type: none"> • Future Ready participant data • Future Ready service data 	Quarter 3 of prior year to Quarter 2 of report year
12.(1)(a)(B) 12.(1)(b)(B)	Job placement rates of participants	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • OED Unemployment Insurance (UI) wage data 	To be determined
12.(1)(a)(B)	Wages and salary earnings	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • OED UI wage data 	To be determined
12.(1)(a)(B)	Health and retirement	To be determined	<ul style="list-style-type: none"> • Future Ready participant data 	To be determined

	benefits provided for participants		<ul style="list-style-type: none"> • Survey of former participants 	
12.(1)(a)(C) 12.(1)(b)(C)	Description of new or expanded workforce programs, incl. for youth paid work experiences	All reports as needed	<ul style="list-style-type: none"> • Program documents • Interviews with HECC staff • Surveys of grantees 	Varies by program
12.(1)(a)(D)	Types and amounts of wraparound supports and services	All reports as needed	<ul style="list-style-type: none"> • Program documents • Interviews with HECC staff • Surveys of grantees 	Varies by program
12.(3)(a)	Statewide labor force participation rates, overall and by race, age, gender and geographical area	All reports	<ul style="list-style-type: none"> • OED • U.S. Census Bureau • OHSU geography classification 	Quarter 3 of prior year to Quarter 2 of report year
12.(3)(a)(A)	Long-term employment projections for health care and manufacturing	All reports	<ul style="list-style-type: none"> • OED UI wage data 	10-year projections
12.(3)(a)(B)	Progress made toward statewide educational attainment goals	All reports	<ul style="list-style-type: none"> • Community college, public university, private career school student data • Aggregate totals from private, exempt institutions 	1.5 year lag from report year
12.(3)(a)(C)	Projections related to postsecondary educational attainment needs	All reports	<ul style="list-style-type: none"> • OED employment projections • OED occupational wage data 	10-year projections
12.(3)(b)(A) 12.(3)(b)(B)	The percentage of participants, compared to share of statewide labor force, by race, gender	All reports beginning with Year Two report	<ul style="list-style-type: none"> • OED UI wage data • U.S. Census Bureau • OHSU geography classification • Future Ready participant data 	Quarter 3 of prior year to Quarter 2 of report year
12.(3)(b)(C)	The percentage of participants who received a postsecondary credential, compared to share of statewide labor force, by race, age, gender and geographical area	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • National Student Clearinghouse data • OED UI wage data • U.S. Census Bureau 	To be determined

			<ul style="list-style-type: none"> • OHSU geography classification 	
12.(3)(b)(D)	The percentage of participants who received a postsecondary credential, compared to statewide education goals, by race, age, gender and geographical area	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • National Student Clearinghouse data 	To be determined
12.(3)(b)(E)	Job placement rates of participants, compared to long-term employment projections for health care and manufacturing, by race, age, gender, geography	All reports beginning with Year Three report	<ul style="list-style-type: none"> • Future Ready participant data • Community college, public university, private career school student data • OED UI wage data • OHSU geography classification 	To be determined

Source: Senate Bill 1545 (2022).

APPENDIX B. LIST OF GRANTEES BY PROGRAM

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Advocates for Life Skills and Opportunities						X	Workforce Ready Grants				
Affiliated Tribes of NW Indians			X				Registered Apprenticeship Program Round Two				
Alternative Youth Activities	X						Prosperity 10,000 - Southwestern Oregon Workforce Investment Board				
AntFarm, Inc.	X					X	Prosperity 10,000 - Clackamas Workforce Partnerships	Workforce Ready Grants			
Babb Construction Co.	X						Prosperity 10,000 - Lane Workforce Partnership				
Baker Technical Institute			X	X		X	Registered Apprenticeship Program Round Two	Workforce Ready Grants	Youth Programs, Round Two		
Bay Area Enterprises						X	Workforce Ready Grants				
Blue Mountain Community College		X			X		Career Pathways	Credit for Prior Learning			
Boys & Girls Club of Albany						X	Workforce Ready Grants Round Two				
Boys & Girls Club of Corvallis				X			Youth Programs Round One	Youth Programs Round Two			
Catholic Community Services/Lanz Cabinets	X						Prosperity 10,000 - Lane Workforce Partnership				
Central City Concern	X						Prosperity 10,000 - WorkSystems, Inc.				
Central Oregon Community College		X	X		X	X	Career Pathways	Credit for Prior Learning	Workforce Ready Grants	Registered Apprenticeship Program Round Three	

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Central Oregon Intergovernmental Council	X					X	Prosperity 10,000 – East Cascades Works	Workforce Ready Grants			
Centro Cultural de Washington County				X		X	Youth Programs Round One	Workforce Ready Grants	Youth Programs, Round Two	Workforce Ready Grants, Round Two	
Chemeketa Community College	X	X	X	X	X	X	Prosperity 10,000 - Willamette Workforce Partnership	Career Pathways	Registered Apprenticeship Program Round One & Three	Credit for Prior Learning	Workforce Ready Grants, Rounds One & Two & Youth Programs, Round Two
Children and Family Community Connections	X						Prosperity 10,000 - Clackamas Workforce Partnerships				
City of Hillsboro						X	Workforce Ready Grants				
City of Portland, Portland Fire & Rescue						X	Workforce Ready Grants				
Clackamas Community College		X			X		Career Pathways	Credit for Prior Learning			
Clackamas Community College’s Workforce Development Dept	X		X				Prosperity 10,000 - Clackamas Workforce Partnerships				
Clackamas Workforce Partnership			X				Registered Apprenticeship Program Round Three				
Clatsop Community College		X			X		Career Pathways	Credit for Prior Learning			
College Dreams, Inc.				X			Youth Programs Round One	Youth Programs Round Two			
Columbia Gorge Community College	X	X			X		Prosperity 10,000 – East Cascades Works	Career Pathways	Credit for Prior Learning		
Columbia Helicopters			X				Registered Apprenticeship Program Round Two				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Community Services Consortium				X			Youth Programs Round One				
Confederated Tribes of the Umatilla Indian Reservation			X			X	Registered Apprenticeship Program Round Two	Workforce Ready Grants, Round Two			
Connected Lane County				X		X	Youth Programs Round Two	Workforce Ready Grants, Round Two			
Crater Lake Joint Apprenticeship and Training Trust Fund			X				Registered Apprenticeship Program Round Three				
Daisy Chain						X	Workforce Ready Grants	Workforce Ready Grants, Round Two			
Diversability Inc.						X	Workforce Ready Grants				
Douglas Education Service District				X			Youth Programs Round One	Youth Programs Round Two			
Eagle Ridge High School			X				Registered Apprenticeship Program Round Two				
Eastern Oregon University					X		Credit for Prior Learning				
Eastern Oregon Workforce Board				X			Youth Programs Round One				
EncodeXP						X	Workforce Ready Grants	Workforce Ready Grants, Round Two			
ENDVR			X				Registered Apprenticeship Program Round One				
EnGen Technologies	X						Prosperity 10,000 - Clackamas Workforce Partnerships				
Eugene-Springfield NAACP Unit #1119						X	Workforce Ready Grants				
Eugene Family YMCA				X			Youth Programs Round Two				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Evocation			X				Registered Apprenticeship Program Round Three				
Familias en Accion						X	Workforce Ready Grants, Round Two				
A Family for Every Child				X			Youth Programs, Round Two				
Family YMCA of Marion and Polk Counties				X			Youth Programs Round One	Youth Programs Round Two			
Foundation for California Community Colleges	X						Prosperity 10,000 - WorkSystems, Inc.				
Gheen Irrigation Works	X						Prosperity 10,000 - Lane Workforce Partnership				
Golden Rule ReEntry						X	Workforce Ready Grants	Workforce Ready Grants, Round Two			
Green Muse, LLC			X				Registered Apprenticeship Program Round Two				
Hacienda CDC						X	Workforce Ready Grants	Workforce Ready Grants, Round Two			
Heart of Oregon Corps			X				Registered Apprenticeship Program Round Three				
Hillsboro School District			X				Registered Apprenticeship Program Round Three				
HomePlate Youth Services				X			Youth Programs Round One				
Hood River County Prevention Dept				X			Youth Programs Round One	Youth Programs Round One			
Horizon Project Inc.						X	Workforce Ready Grants				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Immigrant Refugee Community Organization*	X					X	Prosperity 10,000 - Clackamas Workforce Partnerships	Prosperity 10,000 - WorkSystems, Inc.	Workforce Ready Grants		
Impact NW			X			X	Registered Apprenticeship Program Round Two	Youth Programs Round Two	Workforce Ready Grants, Round Two		
Instruction Construction			X				Registered Apprenticeship Program Round Two				
Interface Network	X						Prosperity 10,000 - Willamette Workforce Partnership				
Isaac's Room				X			Youth Programs Round One	Youth Programs Round Two			
Journalistic Learning Initiative			X				Registered Apprenticeship Program Round Two				
Klamath Community College	X	X	X		X	X	Prosperity 10,000 – East Cascades Works	Career Pathways	Registered Apprenticeship Program Round One	Credit for Prior Learning	Workforce Ready Grants, Rounds One & Two
Klamath County School District			X				Registered Apprenticeship Program Round Three				
Klamath Works				X		X	Youth Programs Round One	Workforce Ready Grants	Youth Programs Round Two		
Knife River Training Center	X						Prosperity 10,000 - Willamette Workforce Partnership				
Koontz Machine and Welding			X				Registered Apprenticeship Program Round Two				
Lane Community College		X			X		Career Pathways	Credit for Prior Learning			
Lane Education Service District	X		X				Prosperity 10,000 - Lane Workforce Partnership	Registered Apprenticeship Program Round Two	Registered Apprenticeship Program Round Three		
Lane Workforce Partnerships						X	Workforce Ready Grants, Round Two				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Latino Built			X				Registered Apprenticeship Program Round One	Registered Apprenticeship Program Round Three			
Latino Network	X					X	Prosperity 10,000 - WorkSystems, Inc.				
Linn Benton Community College		X			X		Career Pathways	Credit for Prior Learning			
Looking Glass Community Services				X			Youth Programs Round One	Youth Programs Round Two			
McMinnville Economic Development Partnership				X			Youth Programs Round One				
McMinnville School District	X						Prosperity 10,000 - Willamette Workforce Partnership				
Mercy Flights				X		X	Workforce Ready Grants	Youth Programs Round Two	Workforce Ready Grants, Round Two		
Mid-Willamette Valley Communication Action						X	Workforce Ready Grants				
Morant McLeod	X						Prosperity 10,000 - Clackamas Workforce Partnerships				
Mt. Hood Community College	X	X				X	Prosperity 10,000 - WorkSystems, Inc.	Career Pathways	Workforce Ready Grants	Workforce Ready Grants, Round Two	
Native American Youth and Family Center				X			Youth Programs Round One				
Native American Rehabilitation Association of the Northwest, Inc.				X			Youth Programs Round Two				
Nestucca Valley School District						X	Workforce Ready Grants, Round Two				
New Avenues for Youth	X						Prosperity 10,000 - WorkSystems, Inc.				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Northeast Oregon Area Health Education Center			X				Registered Apprenticeship Round Three				
Northwest College of Construction			X				Registered Apprenticeship Program Round Two				
Northwest Portland Area Indian Health Board				X			Youth Programs Round One	Workforce Ready Grants, Round Two			
Northwest Youth Corps				X			Youth Programs Round One				
OnTrack Rogue Valley			X				Registered Apprenticeship Program Round Two				
Onward Eugene	X						Prosperity 10,000 - Lane Workforce Partnership				
Oregon Bioscience Association			X	X		Workforce Ready Grants, Round Two	Registered Apprenticeship Program Round Two	Youth Programs Round Two	Workforce Ready Grants, Round Two		
Oregon Center for Nursing						X	Workforce Ready Grants				
Oregon Coast Community College		X			X		Career Pathways	Credit for Prior Learning			
Oregon Department of Corrections			X				Registered Apprenticeship Program Round One				
Oregon Institute of Technology					X		Credit for Prior Learning				
Oregon Manufacturing Extension Partnership	X						Prosperity 10,000 - Lane Workforce Partnership	Prosperity 10,000 - Clackamas Workforce Partnerships			
Oregon Northwest Workforce Investment Board			X				Youth Programs Round Two				
Oregon Solar Energy Education Fund						X	Workforce Ready Grants, Round Two				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Oregon State University						X	Workforce Ready Grants				
Oregon Tradeswomen			X				Registered Apprenticeship Program Round Two				
Oregon Workforce Partnership						X	Workforce Ready Grants	Workforce Ready Grants, Round Two			
Our Just Future (formerly known as Human Solutions)	X						Prosperity 10,000 - WorkSystems, Inc.				
Outside In				X			Youth Programs Round Two				
Pacific Northwest Ironworkers			X				Registered Apprenticeship Program Round One	Registered Apprenticeship Program Round Three			
Pacific NW Ironworkers Apprenticeship 29			X				Registered Apprenticeship Program Round Two				
Pearl Buck Center	X						Prosperity 10,000 - Lane Workforce Partnership				
PODER Oregon's Latino Leadership Network						X	Workforce Ready Grants				
Portland Community College	X	X	X		X	X	Prosperity 10,000 - WorkSystems, Inc.	Career Pathways	Credit for Prior Learning	Workforce Ready Grants, Rounds One & Two	Registered Apprenticeship Program Round Three
Portland Opportunities Industrialization Center	X		Registered Apprenticeship Program Round Three	X		X	Prosperity 10,000 - WorkSystems, Inc.	Youth Programs Round One	Workforce Ready Grants	Youth Programs Round Two	Registered Apprenticeship Program Round Three
Portland State University					X	X	Credit for Prior Learning	Workforce Ready Grants			
Portland Youth Builders			X	X			Registered Apprenticeship Program Round One	Youth Programs Round One			

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Project 48 Inc				X			Youth Programs Round One	Youth Programs Round Two			
RISE Partnership			X			X	Registered Apprenticeship Program Round Two	Workforce Ready Grants			
RiverBend Materials	X						Prosperity 10,000 - Lane Workforce Partnership				
Rockwood Community Development Corporation, East County Community Health						X	Workforce Ready Grants				
Rogue Community College		X	X			X	Career Pathways	Registered Apprenticeship Program Round One	Workforce Ready Grants, Round One & Two		
Salem for Refugees	X						Prosperity 10,000 - Willamette Workforce Partnership				
Santiam Hospital and Clinics			X				Registered Apprenticeship Program Round Three				
SE Works	X			X				Youth Programs Round One	Youth Programs Round Two		
Season to Taste/Eugene's Table	X						Prosperity 10,000 - Lane Workforce Partnership				
Silver Falls School District				X			Youth Programs Round One				
South Coast Business Corporation	X					X	Prosperity 10,000 - Southwestern Oregon Workforce Investment Board	Workforce Ready Grants			
Southern Oregon University					X		Credit for Prior Learning				
Southwestern Oregon Community College		X	X		X		Career Pathways	Registered Apprenticeship Program Round One	Credit for Prior Learning		

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Springfield Chamber of Commerce	X						Prosperity 10,000 - Lane Workforce Partnership				
Staff Systems	X						Prosperity 10,000 - Lane Workforce Partnership				
Technology Association of Oregon	X						Prosperity 10,000 - Lane Workforce Partnership	Prosperity 10,000 - Clackamas Workforce Partnerships			
The Contingent						X	Workforce Ready Grants				
Tillamook Bay Community College		X			X		Career Pathways	Credit for Prior Learning			
Tillamook County Family YMCA Independent Living Program				X			Youth Programs Round One	Youth Programs Round Two			
Treasure Valley Community College		X		X		X	Career Pathways	Youth Programs Round Two	Workforce Ready Grants, Round Two		
Trip N Transport	X						Prosperity 10,000 - Lane Workforce Partnership				
Tualatin Hills Park & Recreation District				X			Youth Programs Round One				
Tyree Oil	X						Prosperity 10,000 - Lane Workforce Partnership				
Umpqua Community College		X			X	X	Career Pathways	Credit for Prior Learning	Workforce Ready Grants, Round Two		
United We Heal			X			X	Registered Apprenticeship Program Round One	Workforce Ready Grants, Rounds One & Two	Registered Apprenticeship, Round Three		
University of Oregon Phil and Penny Knight Campus for						X	Workforce Ready Grants, Round Two				

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Accelerating Scientific Impact											
The Urban League of Portland, Inc.			X				Registered Apprenticeship, Round Three	Registered Apprenticeship, Round Three			
Virginia Garcia Memorial Health Center						X	Workforce Ready Grants, Round One & Two				
Vision Action Network						X	Workforce Ready Grants				
Warm Springs Community Action Team				X		X	Youth Programs Round One	Workforce Ready Grants, Rounds One & Two	Youth Programs Round Two		
West Linn Wilsonville School District			X				Registered Apprenticeship, Round Three				
Western Oregon University					X		Credit for Prior Learning				
Willamette Education Service District						X	Workforce Ready Grants				
Willamette Health Council						X	Workforce Ready Grants, Round Two				
Willamina School District	X						Prosperity 10,000 - Willamette Workforce Partnership				
Working Theory Farm				X			Youth Programs Round One	Youth Programs Round Two			
Workforce Investment Council of Clackamas County				X			Youth Programs Round Two				
WorkSource Portland Metro	X						Prosperity 10,000 - WorkSystems, Inc.				
WorkSource Rogue Valley	X						Prosperity 10,000 – East Cascades Works				
Worksystems, Inc.											

Organization	Prosperity 10,000	Career Pathways	Registered Apprenticeship (BOLI)	Youth Programs (YDO)	Credit for Prior Learning	Workforce Ready Grants	Grant source	Grant source	Grant source	Grant source	Grant source
Young Mens Christian Association of Columbia Willamette				X			Youth Programs Round Two				
Youth 71five Ministries			X	X			Registered Apprenticeship Program Round One	Youth Programs Round One			

Source: HECC analysis of Future Ready Oregon program materials.

APPENDIX C. TRAUMA-INFORMED DATA COLLECTION MATERIALS



Future Ready Oregon Trauma Informed Data Collection

March 23, 2023

Why Collect Participant-Level Data Regarding Future Ready Oregon Programs?

Simply put: We collect participant-level data for Future Ready Oregon programs to evaluate the impact of the \$200 million investment. The purpose of the participant-level data collection is to answer two intertwined questions, representing the goals of Future Ready Oregon:

- 1) Does Future Ready Oregon lead to greater economic security for individuals, communities, businesses, industries, and Oregon overall?
- 2) Does Future Ready Oregon improve equity, especially for priority populations,⁹⁶ across workforce training, employment, industries, and career advancement?

The outcomes that will be measured annually provide insight into the progress of achieving the goals. These results will culminate into recommendations for future investments that lead to equitable outcomes and reduced labor shortages. The outcomes include the following:

- Changes employment, earnings, and possessing retirement and health benefits of individuals across priority populations
- Changes in labor shortages in high-demand industries and extent to which changes occur equitably
- Changes in meeting Oregon's education goals and extent of which changes occur equitably
- Identifying the programs and mix of programs that equitably yield gainful employment and equitably address industry shortages

⁹⁶ Future Ready Oregon priority populations include People of Color, women, people with systemically nondominant gender identities and sexual orientation, Veterans, member of Oregon's nine federally recognized Native American tribes, people living in rural or frontier communities, people experiencing disabilities, people with low-incomes, people who are currently or recently incarcerated.

Basic Tenets of Trauma-Informed Data Collection⁹⁷:

- Trauma takes many forms. Trauma can be a one-time incident like an assault or serious accident, a chronic situation like domestic violence or war, or can result from generations of discrimination and maltreatment of a specific culture or people.
- Compassion and empathy is key to trauma-informed data collection. Be sure to listen and respond to the questions and concerns of the participants responding to the questions. Be prepared to engage with people of different backgrounds in an empathetic, non-judgmental way.
- Provide participants with the ability to control how they respond to the questions since trauma often includes loss of control for a person.
- Transparency is crucial for trauma informed data collection. Make it clear what types of questions you will ask in the introduction, why we ask the questions, and what we will do with the information collected.
- Consider environmental, political, and interviewer factors that may remind participants of aspects of their trauma.

Guidelines for answers to questions from Future Ready Oregon participants⁹⁸

- Use common sense.
- If a person does not want to answer any of these questions, move on. (Answering the priority populations questions is not an eligibility criterion.)
- Everyone has bias, both unconscious and conscious bias. Please be mindful of those biases to make sure you communicate with each participant equitably and supportively.

What not to say:

- You are asked these questions because the government says I have to.
- This will help us hire staff to better meet your needs.

What to say:

- Your answers will help us make sure everyone receives access to workforce development opportunities as well as make sure the strategies and programs help bridge you and people like you to gainful employment with health and retirement benefits.

⁹⁷ Johnson, Nora. Amherst H. Wilder Foundation. “Trauma-Informed Evaluation: Tip Sheet for Collecting Information.” October 2016. [Trauma-Informed Evaluation \(wilder.org\)](https://www.wilder.org/).

⁹⁸ Information is adapted from the Oregon Department of Social and Health Services, Oregon Health Authority; Equity and Inclusion Division. Race, Ethnicity, Language, and Disability (REALD) Implementation. March 23, 2023. <https://www.oregon.gov/oha/EI/Pages/REALD.aspx>.

- We ask everyone about their race, ethnicity, Veteran status, gender identity, sexual orientation, Tribal membership, where they live, disability status, current or history of incarceration, and age. Your information will be used for reporting and research purposes only. Your name, date of birth or other personal information are not used for reporting and research but are needed to identify unique individuals. (Individuals can enroll in more than one Future Ready Oregon program or service.) Your responses will not impact your services or ability to receive benefits in any way. We ask these questions to evaluate and make sure everyone who needs workforce development opportunities can access and benefit from these opportunities.

Responses to Potential Participants' Questions⁹⁹

- **Respondent:** Why are you asking me all these questions?

These questions were designed to help us identify and address avoidable differences in access to and benefit from workforce development services. We collect the same information from everyone. You always have the choice to decline to answer each question by selecting "Prefer not to answer."

- **Respondent:** How should I answer this question?

I can't tell you how to answer the question. You should answer however you are most comfortable answering or however you identify. If you are uncomfortable answering the question, you may decline to answer.

- **Respondent:** It's none of your business.

I understand why you might feel that way. I am required to ask each individual to complete the form. You do have opportunity to answer or decline to answer each individual question. It is important that we have the opportunity to hear from you.

- **Respondent:** Will my answers to these questions affect my ability to get services?

Absolutely not! Your responses will not negatively impact your services or ability to receive benefits in any way. They can only help you.

- **Respondent:** Are you trying to find out if I'm a U.S. citizen?

No. Definitely not! Also, you should know that confidentiality of what you say is protected by law. We do not share this information with anyone.

- **Respondent:** I was born in X (e.g., Nigeria), but I've really lived here all my life. What should I say?

That is up to you. You write in any term you want or select the answer that you identify with.

- **Respondent:** I'm American.

You can write American in the response list for the race and ethnicity question.

- **Respondent:** Can't you tell by looking at me?

We find it is better to let people tell us. We don't want to assume anything about how people identify or how they want to describe themselves. If you don't identify with any of the choices, you can choose

⁹⁹ Questions and responses are taken from the Oregon Department of Social and Health Services, Oregon Health Authority; Equity and Inclusion Division. Race, Ethnicity, Language, and Disability (REALD) Implementation. March 23, 2023. <https://www.oregon.gov/oha/EI/Pages/REALD.aspx>.

“Prefer not to answer.”

- **Respondent:** Why do you care? We’re all human beings.

Thank you, I understand that you feel that way. There is a lot of evidence that people are treated differently based on race or ethnicity. Your responses will help us make sure everyone is treated fairly. (Pause to allow the individual to respond.)

- **Respondent:** I’m human.

Yes, I can understand your feelings. Did you want to choose one of the existing categories, write a different response or “Prefer not to answer.” As a reminder, for the race categories, you are welcome to choose multiple categories as well.

- **Respondent:** Why do you care?

We want to make sure everyone is treated fairly. So, we use this information to check and make sure that everyone has access to workforce development opportunities. If we find a problem, we fix it.

- **Respondent:** Who looks at this information?

This information will be used for reporting and research purposes only. Your name, date of birth or other personal information are not used for reporting and research. It will not impact your services or ability to receive benefits in any way.

- **Respondent:** Will this keep me from participating in the workforce development opportunity?

No. Knowing this information helps evaluators determine whether all people, especially people from priority populations, are able to access and benefit from the Future Ready Oregon programs. (The priority populations include people of color, women, people with systemically nondominant gender identities and sexual orientation, Veterans, member of Oregon’s nine federally recognized Native American tribes, people living in rural or frontier communities, people experiencing disabilities, people with low-incomes, people who are currently or recently incarcerated.)



Future Ready Oregon Intake Form Questions: Instructions & Examples

Updated: April 19, 2023

Document Purpose and Description

The instructions and examples in this document are intended to assist Grantees for Future Ready Oregon Workforce Ready Grants in developing a questionnaire for program participants. Program participant data is required as part of the quarterly report for Workforce Ready Grants for those Grantees who have participants. For information or questions about data collection or reporting contact Shanda Haluapo [shanda.haluapo@hecc.oregon.gov].

Although all questions must be asked of a program participant, they are not required to answer any of the questions asked in the questionnaire, excluding their name. If they do not wish to answer it should be coded as “Prefer Not to Answer.” For data submission purposes Name and Date of Birth are fields that must be completed.

Introduction Statement (for participant questionnaire)

This [insert name of program/service] is funded by Future Ready Oregon, an investment made for you by Oregon’s legislature in 2022. The purpose of Future Ready Oregon is to ensure all people have access to and benefit from the workforce development opportunities. You may find some of the questions asked on this form to be personal or seem irrelevant to the program. These personal characteristics or experience questions help to make sure all Oregonians are benefiting from the workforce development opportunities.

If you come across a question that you do not want to answer, please choose “Prefer Not to Answer.”

The information you provide will be used for reporting and research purposes only, including statewide employment outcomes. These questions were designed to help us identify and address avoidable differences in access to and benefit from workforce development services. We ask the same information from everyone. You always have the choice to decline to answer each question by selecting “Prefer not to answer.” The data will be transmitted from the program provider to the Oregon Higher Educational Coordinating Commission through a secure portal that requires multifactor authentication. The data is then encrypted and stored by the Oregon Higher Education Coordinating Commission. The only people who have access to the data are those employed by the Higher Education Coordinating Commission who have been authorized to store and analyze the information.

Data Collected

Example Questions

- 1 **Names** are used in combination with date of birth to help identify if Oregonians are being served by more than one Future Ready Oregon program. This information is used to determine if a mix of workforce development services are more effective overall and for communities of people.

Please write your Legal Name (First Name, Middle Initial(s), Last Name) on the line below: _____

(First)

(Middle)

(Last)

- 2 **Social security numbers** will be used to identify if Oregonians are being served by more than one Future Ready Oregon program. This information is used to determine if a mix of workforce development services are more effective overall and for different communities of people.

What is your social security number?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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- 3 **Date of birth** serves two purposes.
- Age identifies individuals from one of the priority populations: Individuals who disproportionately experience discrimination in employment based on age.
 - Used in combination with name, the date of birth helps identify if Oregonians are being served by more than one Future Ready Oregon program. This is used to determine if

What is your date of birth?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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Month

Day

Year

a mix of workforce development services are more effective overall and for communities of people.

4 **Addresses** will be used to follow-up with participants about employment outcomes, industries, and other expected outcomes of Future Ready Oregon workforce development programs. In addition, an address is used to make sure people from regions throughout Oregon are able to access and benefit from the Future Ready Oregon programs. Knowing this information helps evaluators determine whether people living in rural and frontier areas are able to access and benefit from the Future Ready Oregon programs.

What is your address?

Street Address

City

State

Zip Code

5 **Email addresses** are used to follow-up with participants about employment outcomes, industries, and other expected outcomes of Future Ready Oregon workforce development programs.

What is your email address? _____

6

What is your phone number? _____

Phone numbers are used to follow-up with participants about employment outcomes, industries, and other expected outcomes of Future Ready Oregon workforce development programs.

7 **Gender** helps evaluators determine whether all genders are able to access and benefit from the Future Ready Oregon programs.

Whats is your gender identity (select one)?

- Female
- Male
- Transgender Female
- Transgender Male
- Gender Variant/Non-Conforming
- Not Listed: _____
- Prefer not to answer

8 **Sexual orientation** is used because people with nondominant sexual orientation is a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether people with systemically nondominant sexual orientations are able to access and benefit from the Future Ready Oregon programs.

What is your sexual orientation (select one)?

- Asexual
- Bisexual
- Gay/Lesbian
- Heterosexual/Straight
- Pansexual
- Queer

- A sexual orientation not listed here: _____
- Prefer not to answer

9 **Race** is used because People of Color are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether all races are able to access and benefit from the Future Ready Oregon programs.

Please select your race(s) and ethnicity(ies). Select all that apply:

- Asian or Asian American
- Black or African American
- Hispanic, Latina, Latino, or Latinx
- Native American or Alaskan Native
- Native Hawaiian or Other Pacific Islander
- White
- Not Listed: _____
- Prefer not to answer

10 **Native American** tribal membership is used because members of Oregon's nine federally recognized Native American tribes are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether members of Oregon's nine federally recognized Native American tribes are able to access and benefit from the Future Ready Oregon programs.

Are you a member of one of Oregon's nine federally recognized Native American tribes?
If so, please select the Tribe:

- Yes, please identify which Tribe in the responses below:
 - Burns Paiute Tribe
 - Confederated Tribes of Coos, Lower Umpqua and Siuslaw
 - Coquille Indian Tribe
 - Cow Creek Band of Umpqua Tribe of Indians
 - Confederated Tribes of The Grand Ronde

- Klamath Tribes
- Confederated Tribes of Siletz Indians
- Confederated Tribes of the Umatilla Indian Reservation
- Confederated Tribes of Warm Springs Reservation
- A different Federally Recognized Tribe
- A different Oregon based tribe, not federally recognized
- Tribes outside of Oregon not federally recognized
- Prefer not to answer
- No

11 **Physical or mental impairment** is used because people with disabilities are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether people with a disability are able to access and benefit from the Future Ready Oregon programs.

Do you have a physical or mental impairment which substantially limits one or more major life activities?

- Yes
- No
- Prefer not to answer

12 **Military service** is used because Veterans are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether Veterans are able to access and benefit from the Future Ready Oregon programs.

Have you served in the active military, naval, or air service and discharged or released under conditions other than dishonorable?

- Yes
- No
- Prefer not to answer

13 **Annual household income** is used because people with low-incomes are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether people with low-incomes are able to access and benefit from the Future Ready Oregon programs.

What is your annual household or family income? (If you don't know your annual household income, please estimate it as best you can.)

\$

14 **Family members** in a household is used because this information coupled with your annual household income are used to determine whether people are low-income or not. People with low-incomes are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether people with low-incomes are able to access and benefit from the Future Ready Oregon programs.

Including yourself, how many family members live in your home? _____

15 **Detained or confined individuals** in a prison, jail, or detention center are used because currently and recently incarcerated people are a priority population of Future Ready Oregon. Knowing this information helps evaluators determine whether people currently or recently incarcerated people are able to access and benefit from the Future Ready Oregon programs.

Are you currently or have been detained or confined in a prison, jail, or detention center due to accused criminal activity?

- Yes
- No
- Prefer not to answer

16 **Current employment** is used to measure any employment change after participating in the Future Ready Oregon program, as employment is one of the goals of Future Ready Oregon programs.

Are you currently employed?

- Yes
- No
- Prefer not to answer

17 **Educational attainment** is used to measure any change after participating in the Future Ready Oregon program, as training and educating more people is one of the goals of Future Ready Oregon programs.

What is the highest level of education you completed?

- No H.S. Diploma or Equivalent
- High School Diploma or GED
- Some College or Postsecondary Training
- Postsecondary Certificate
- Associates Degree
- Bachelor's Degree or Higher
- Unknown

Answer Codes

Question	Answer (Code)
<p>7. Please select the gender identity you most identify with (select one):</p>	<ul style="list-style-type: none"><input type="radio"/> Female (code=F)<input type="radio"/> Male (code=M)<input type="radio"/> Transgender Female (code=X)<input type="radio"/> Transgender Male (code=X)<input type="radio"/> Gender Variant/Non-Conforming (code=X)<input type="radio"/> Not Listed: _____ (code=X)<input type="radio"/> Prefer not to answer (code=U)
<p>8. How do you identify your sexual orientation (select one):</p>	<ul style="list-style-type: none"><input type="radio"/> Asexual (Code as Y)<input type="radio"/> Bisexual (Code as Y)<input type="radio"/> Gay/Lesbian (Code as Y)<input type="radio"/> Heterosexual/Straight (Code as N)<input type="radio"/> Pansexual (Code as Y)<input type="radio"/> Queer (Code as Y)<input type="radio"/> A sexual orientation not listed here: _____ (Code as Y)<input type="radio"/> Prefer not to answer (Code as U)

9. Please select your race and ethnicity (ies). Select all that apply:

- Asian or Asian American (Code=Y in related column)
- Black or African American (Code=Y in related column)
- Hispanic, Latina, Latino, or Latinx (Code=Y in related column)
- Native American or Alaskan Native (Code=Y in related column)
- Native Hawaiian or Other Pacific Islander (Code=Y in related column)
- White (Code=Y in related column)
- Not Listed: _____
- Prefer not to answer (If this is selected, use the code “U” in all race categories.)

10. Are you a member of one of Oregon’s nine federally recognized Native American tribes:

- Yes, please identify which Tribe in the responses below (Tribal Membership=Y):
(put one of the following codes in the Tribal Code)
 - Burns Paiute Tribe (code=144)
 - Confederated Tribes of Coos, Lower Umpqua and Siuslaw (code=152)
 - Coquille Indian Tribe (code=155)
 - Cow Creek Band of Umpqua Tribe of Indians (code=153)
 - Confederated Tribes of The Grand Ronde (code=141)
 - Klamath Tribes (code=140)
 - Confederated Tribes of Siletz Indians (code=142)
 - Confederated Tribes of the Umatilla Indian Reservation (code=143)

	<ul style="list-style-type: none"> ○ Confederated Tribes of Warm Springs Reservation (code=145) ○ A different Federally Recognized Tribe (code=200) ○ A different Oregon based tribe, not federally recognized (code=201) ○ Tribes outside of Oregon not federally recognized (code=202) ○ Prefer not to answer (code=203) ○ No (Tribal Membership=N)
<p>17. What is the highest level of education you completed:</p>	<ul style="list-style-type: none"> ○ No H.S. Diploma or Equivalent (Code =1) ○ High School Diploma or GED (Code=2) ○ Some College or Postsecondary Training (Code=3) ○ Postsecondary Certificate (Code=4) ○ Associates Degree (Code=5) ○ Bachelor's Degree or Higher (Code=6) ○ Unknown (Code=7)

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