

ECONOMIC DEVELOPMENT COMMISSION AGENDA

Date: 2/23/2022

Time: 7:30am – 9:00am

Board members

Alissa Mahar, Chair | John LaMotte, Vice Chair | Shannon Ilas, At-Large Member | Kimo Rosa, At-Large Member | Vance Tong, Immediate Past Chair | Michael Telford | Aeric Estep | Laura Edmonds | Jodi Bailey | Brett Branch | Stacia Hernandez | William Gifford

Liaisons

Lynn Wallis | Bridget Dazey

Clackamas County Staff

Sarah Eckman | Cindy Moore | Corina Copeland

Time	Item	Owner
7:30	Welcome	Alissa Mahar
	Public Communication	
7:35	<i>(The Chair of the EDC will call for statements from the public regarding issues relating to economic development and the work of the Economic Development Commission. Testimony is limited to three (3) minutes. Comments shall be respectful and courteous to all.)</i>	Alissa Mahar
	Expected outcome: Statements from the public will be heard	
	Commissioner Updates	
7:40	Expected outcome: Commissioners present have an opportunity to provide brief economic development related updates about Board of County Commissioner work and issues.	Clackamas County Commissioners

Time	Item	Owner
7:50	Public Meeting Law Expected outcome: Members will learn about Oregon Public Meeting Laws	Stephen Madkour, County Counsel
8:00	Commission Updates <ul style="list-style-type: none"> Executive Committee Election Results Code of Conduct EDC Proposed Topics Member Recruitment Expected outcome: Introduce members to this year Executive Committee. Members to review and sign the Code of Conduct form and send to Corina.	Alissa Mahar
8:15	Incentive Programs <ul style="list-style-type: none"> Strategic Investment Zone Enterprise Zone Rural Renewable Energy Zone Expected outcome: County staff will facilitate a conversation around this topic with EDC members.	Cindy Moore, Clackamas County
9:00	Adjournment	All

Next Meeting:
March 23, 2022


	<p style="text-align: center;">CLACKAMAS COUNTY</p> <hr/> <p>TITLE: Advisory Body & Volunteer - Code of Conduct Policy</p>
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I. PURPOSE/SCOPE

To communicate the expectations for Clackamas County advisory board/volunteers to demonstrate the highest standards of legal and ethical conduct in service to the county.

The Core Values of Clackamas County are *Service, Professionalism, Integrity, Respect, Individual Accountability and Trust*. The volunteer code of conduct is intended to clarify the importance of Our Core Values and to ensure that public participation at Clackamas County is safe and welcoming.

Clackamas County is committed to providing consistently high quality services and supports to clients and community at large consistent with our mission and goals. This includes maintaining a culture that promotes ethical behavior and a welcoming environment.


Clackamas County recognizes that its greatest strength lies in the talent of its employees, volunteers and governing/advisory boards, and expects its employees, volunteers and governing/advisory board members to treat their clients and colleagues with respect, dignity, and courtesy and to avoid conflicts of interest, or the appearance of such conflicts.

It is important for Clackamas County volunteers and governing/advisory board members be committed to:

- Immediately acknowledge any biased, discriminatory, or harassing behavior in a meeting environment.
- Creating a safe, comfortable meeting environment in which all members and the public at-large feel heard and encouraged to fully participate.

As such, Clackamas County volunteer and governing/advisory board members should be sensitive to the way in which their actions and communications may be received by others.

Although each individual is ultimately responsible for their own conduct, Clackamas County is committed to assisting its governing/advisory boards and volunteers in these efforts by maintaining an environment that promotes these standards and encourages volunteers and governing/advisory boards to demonstrate the highest ethical standards in performing their advisory or volunteer role.

	CLACKAMAS COUNTY
	TITLE: Advisory Body & Volunteer - Code of Conduct Policy


II. POLICY

- A. Clackamas County encourages volunteers and governing/advisory board members to demonstrate the highest ethical standards in performing their advisory or volunteer role.
- B. That Code of Conduct requires that all members of Clackamas County Governing/Advisory Boards or Volunteers:
 - (1) Serve the best interest of the advisory board or committee as a whole regardless of personal interests;
 - (2) Conduct open, fair and well-publicized meetings;
 - (3) Treat all staff, colleagues, and members of the public with respect and dignity (without regard to race, religion, creed, color, gender, economic status, sexual orientation, age, or any other characteristic);
 - (4) Embrace and adopt the County's - Our Core Values of Service, Professionalism, Integrity, Respect, Individual Accountability, and Trust.
 - (5) Provide opportunities for meaningful participation by all communities.
 - (6) Perform duties without bias for or against any individual or group;
 - (7) Act within the boundaries of authority as advisory to the Board of County Commissioners;
 - (8) Comply with all other aspects of Oregon public records law, public meeting law, ethics law, and election laws;
 - (9) Report all concerns or alleged violations promptly to advisory body Chair and staff liaison and/or their director;

Advisory body/volunteer liaison Responsibilities

- 1. Model ethical behavior and foster a culture of transparency by listening and being receptive to volunteer and governing /advisory board member's concerns about observed or perceived issues.
- 2. Monitor and ensure compliance with the Code of Conduct, County policies and standards, and federal, state and local laws and regulations.
- 3. Take corrective action to report or address issues and violations not consistent with the Volunteer Code of Conduct
- 4. Prevent retaliation against any governing/advisory body member or volunteer who reports or assists in an investigation into an issue or possible violation.

All county staff have the responsibility to report behavior not consistent with the volunteer code of conduct to a supervisor, manager or director. The report will be investigated and action will be taken to resolve the issue up to or requesting the Board of County Commissioners remove the volunteer in question.

	CLACKAMAS COUNTY
	TITLE: Advisory Body & Volunteer - Code of Conduct Policy

Removal Process:

Any member of a Clackamas County Advisory Board or Commission (ABC) may be removed by a vote of the Board of County Commissioners (BCC). The BCC may enter an order removing an ABC volunteer if the BCC finds any of the following:

- a) It's in the best interests of fellow ABC volunteers
- b) The volunteer in question has failed to regularly follow the Advisory Board or Commission's adopted bylaws; or
- c) That the volunteer has failed to comply with the code of conduct.

2022 Proposed List of Topics

- Board MFR Goals
 - o Food (Increase in food production and food production acreage)
 - o Wages (Increase in self-sufficiency standard wage)
 - o Business Friendly Environment
 - Peer to peer interviews/conversations about operating a business in Clackamas County (Feedback on Business Friendly Environment)
 - Feedback on COVID/Wildfire recovery from a business perspective
- Incentive Programs
 - o Strategic Investment Zone
 - o Rural Renewable Energy Investment Zone
 - o Enterprise Zone
- Childcare
- COVID Recovery Planning
 - o Business Recover Centers
- Joint outreach visits. (pilot program)
- County Economic Opportunity Analysis
- Economic Development Division Strategic Review/Assessment (Southgate)
- Overview of business & workforce programs at Clackamas Community College (Alissa)
- Employment Land inventory – opportunities
- Tourism – program & activities update
- Partner organization updates: Clackamas County Arts Alliance, others?
- McLoughlin – Planning/redevelopment update
- Grande Ronde – Oregon City project planning
- Oregon City – North End project
- Short term rentals – policy update
- ARPA – project list & funding
- EDC Member recruitment – ongoing activity
- Historic Downtown Oak Grove – zoning ordinance

February

- Code of Conduct & Public meeting law (Madkour)
- Commission Updates
 - o Review updated approved bylaws
 - o Executive Committee elections results (Alyssa, (Chair) John LaMotte (Vice) Shannon Ilas (at-large), Kimo Rosa (at-large), Vance Tong (Immediate past chair)
 - o Review code of conducts - sign
- Incentive Programs
 - o Strategic Investment Zone
 - o Enterprise Zone
 - o Rural Renewable Energy Zone

March

- Business Recovery Centers update
 - o Funding sources moving forward
 - o Future vision overview of services to be continued for the business community
- Small Business Legal Clinic, MESO, SBDC (discussion on services being provided – are there other needs moving forward?)

CLACKAMAS COUNTY ECONOMIC DEVELOPMENT COMMISSION
BYLAWS

ARTICLE I - NAME

Section 1.1. The name of this organization shall be the Clackamas County Economic Development Commission, hereafter referred to as the EDC.

ARTICLE II - PURPOSE

Section 2.1 Advise and make recommendations to the Board of County Commissioners (BCC) on matters pertaining to the support and growth of a balanced, sustainable economy within the county and cities within the County.

Section 2.2 Work to promote the vision of the Clackamas County Economic Development Plan: *To create prosperity by fostering balanced economic development in Clackamas County through a close partnership with government and the private sector.*

Balanced economic development means providing county residents opportunities for better jobs and higher incomes, while managing the interrelationships among people, land, resources, and infrastructure. Implementing the vision requires detailed goals and action steps by the county.

ARTICLE III - MEMBERSHIP

Section 3.1 The voting membership of the EDC shall consist of a maximum of 25 Voting Members ("Members"), appointed by the BCC. A majority of EDC Members shall be from the private sector. The goal is to have representatives from small, medium and large employers. The EDC will actively solicit nominations from businesses in Clackamas County according to the following categories with a minimum of two (2) appointees from the County's Target Sectors:

County Target Sectors:

- a. Professional Services (2)
- b. Health care (2)
- c. Wholesale Trade (2)
- d. High Tech (2)
- e. Advanced Manufacturing (2)

Other Sectors:

- a. Micro Business (1 to 10 employees) (1)
- b. Small Business (10 to 50 employees) (1)

- c. Medium Business (50 to 250 employees) (1)
- d. Large Business (250+ employees) (1)
- e. Sole-Proprietor (1)
- f. Education (1)
- g. Construction (1)
- h. Real Estate (1)
- i. Chambers of Commerce
- j. Tribal representative

Membership shall represent business, non-profit and government sectors, with the majority of representatives being from the private sector business sector. Consideration of representation from Clackamas County's strongest clusters, as referenced in the Clackamas County Economic Landscape, will be a top priority. Applicants will be reviewed for the following traits and interests:

- a. Members with demonstrated background in economic and environmental concerns.
- b. Members who are geographically distributed throughout Clackamas County and its cities.
- c. Members with demonstrated leadership, commitment and expertise.
- d. Members who are active in local advisory committees dealing with issues of economic development.
- e. Members who support the EDC work plan.

Section 3.2

Additionally, non-voting liaison representatives of public and private economic development organizations, governmental agencies, educational institutions and the business community ("liaisons") may be appointed by the EDC Executive Committee as needed, to participate in EDC meetings and work sessions and to serve on EDC subcommittees. Liaisons shall serve in an advisory capacity and shall not have voting rights. Terms of membership for liaisons will be the same as for appointed, voting members.

Liaisons will be invited from these and others as determined by the EDC membership:

- a. Arts Alliance Advisory Council
- b. Clackamas Workforce Partnership
- c. Clackamas County Planning Commission
- d. Clackamas County Tourism
- e. Oregon Employment Department
- f. Business Oregon

Section 3.3

Applicants for positions on the EDC, both voting Members and liaisons, will be interviewed and/or reviewed by members of

the EDC Executive Committee and Clackamas County Economic Development staff for recommendation of appointment by the BCC.

Section 3.4

Members of the EDC will be appointed by the BCC for terms of up to three years, or a portion of three years if appointed to fill an unexpired term. Expiration dates for terms shall be staggered so that no more than one-third of the Members' terms will expire in any year. To ensure this, appointments could be one or two-year terms. It is recommended that members who have filled an unexpired term may also serve for two full subsequent terms, however unless otherwise approved by the BCC, no more than two consecutive full terms may be served by any member.

Section 3.5

The BCC has sole authority in appointing and removing Members. If a Member misses three (3) consecutive meetings without excused absences, the EDC Executive Committee may recommend removal of the Member to the BCC.

ARTICLE IV – OFFICERS AND STRUCTURE

Section 4.1

The EDC shall have a chairperson who shall have been elected by the EDC members as vice chair in the year immediately preceding the year in which the member will serve as chair. The chairperson will serve for a period of one-year and will:

- a. Preside at all meetings of the EDC and the executive committee.
- b. Appoint standing and ad hoc committees.
- c. In collaboration with the executive committee and Clackamas County Economic Development staff, prepare agendas for the EDC meetings.
- d. Perform the duties of the chairperson.

Section 4.2

The EDC shall have a vice-chair who shall be elected by the EDC members. The vice-chair will serve for a period of one-year and will:

- a. Preside at all meetings of the EDC and Executive Committee, in the absence of the chairperson.
- b. Participate with the chairperson in the appointment of standing and ad hoc committees.
- c. In collaboration with the executive committee and staff, prepare agendas for the EDC meetings.
- d. Perform other duties as assigned by the chairperson.
- e. Prepare for their upcoming tenure as chair by learning the details of the EDC and duties of the chairperson.

Section 4.3

Executive Committee. The EDC shall have an executive committee which shall consist of the chairperson, the

immediate past chair, the vice chair and two at-large members elected by the EDC members for a two-year term. The executive committee will:

- a. Formulate and approve the EDC agendas in advance;
- b. Make action recommendations to the EDC, as appropriate;
- c. Serve as liaison with and advisor to Clackamas County's Economic Development staff, as needed; and
- d. Meet at such times as may be necessary to carry out the business of the EDC.

Section 4.4

Election for vice chair and at large members will take place each year. Election will take place consistent with voting procedures in section 5.6.

ARTICLE V - MEETING PROCEDURE, VOTING RIGHTS AND QUORUM

Section 5.1

The EDC shall hold regular meetings. Members will be reminded and notified by written or e-mail notice at least seven (7) days prior to scheduled meetings. The notice also will include the date, time, location, and agenda for the meeting. The EDC shall schedule and publish regular meeting dates on a quarterly basis. Minutes shall be taken for all meetings and shall be available for viewing by anyone, on request. Minutes shall be reviewed, modified/approved at the next regular meeting. Minutes will be posted on the Clackamas County website and will be distributed to all members and others expressing an interest in receiving them.

Section 5.2

Committees and subcommittees shall meet at the call of the EDC chairperson or the respective subcommittee chair.

Section 5.3

Special meetings may be called at any time by the chairperson or by a petition signed by not less than five Members setting forth the reason for calling such meeting. Notice for special meetings shall meet the notice requirements of Section 5.1.

Section 5.4

EDC meetings shall be held in accordance with the Oregon public meetings law. The manner of providing notice of meetings and agendas, the mode of meetings, and the distribution of minutes shall be done so as to promote the involvement of the membership. Notification via e-mail and participation in meetings through remote conferencing are encouraged.

Section 5.5

A quorum shall be present at a meeting in order for the EDC to transact business. A quorum consists of a majority of all Members, not just those present. A meeting may be held without

a quorum but no official business or official actions shall be conducted without a quorum. The EDC can take official action only with the affirmative vote of a majority of all Members. Meetings may be held in person or by telephone, video, or through some other electronic or virtual means.

Section 5.6

The voting on all questions coming before the EDC shall be by voice vote, where, to extent practicable based on the nature of the meeting, each Member clearly states their name and vote. If a meeting is held through electronic or virtual means whereby voting is impracticable or unavailable, voting may occur through some other means whereby a Member's vote may be recorded. No proxies are allowed.

ARTICLE VI - SUBCOMMITTEES

Section 6.1

The EDC will form whatever subcommittees or task forces are deemed useful with respect to specific issues that are considered of major importance to the county's overall economic development, as well as important to the operations of the EDC. Examples of the subcommittees that may be formed include transportation and infrastructure, education workforce and training, business assistance, industrial lands, nominating, conference, etc.

Section 6.2

The EDC chairperson will appoint members to subcommittees. Each subcommittee shall be chaired by an EDC Member or a liaison. In seeking subcommittee members, the EDC will strive to find members that have related expertise or experience relating to the primary mission of the subcommittee, and, where possible, reflect the diversity of Clackamas County businesses, public and private organizations, and community, and is representative and balanced in the areas of geography, gender, and diversity of education, career, interest, experience, and lifestyle.

ARTICLE VII - GENERAL PROVISIONS

Section 7.1

Procedure. The principles of parliamentary rules of procedures such as Robert's Rules of Order (revised) shall govern proceedings at any meeting of the EDC. The Chair shall be guided by these principles in deciding any procedural questions. The Chair's decision on procedural matters may be overruled by a majority of the members voting on the question. The EDC may establish a more detailed hearing procedure to provide for an orderly process for holding a public hearing.

Section 7.2

Amendments. Amendments to these bylaws may be recommended at a regular or special meeting of the EDC called

for that purpose, provided a written notice has been sent to each member at least ten (10) days before the meeting. This notice shall state the amendments that are proposed to be made in these bylaws. Only the changes that have been specified in the notice shall be considered and shall become effective only upon the affirmative vote of two-thirds of the members and is subject to review and approval of County Counsel.

Section 7.3

Nothing in these bylaws is intended to take precedence over Federal, State, or local laws or regulations.

Section 7.4

Records. All records of the EDC shall be subject to disclosure except as allowed by exemptions of the Oregon Public Records Law

Section 7.5

Dissolution. The EDC shall be considered inactive if it fails to meet the requirements of these bylaws. An inactive EDC shall be dissolved and will no longer be recognized by the Board of County Commissioners. Should the EDC be dissolved, disbursement of the EDC funds, if any, shall be returned to Clackamas County upon dissolution of the EDC.

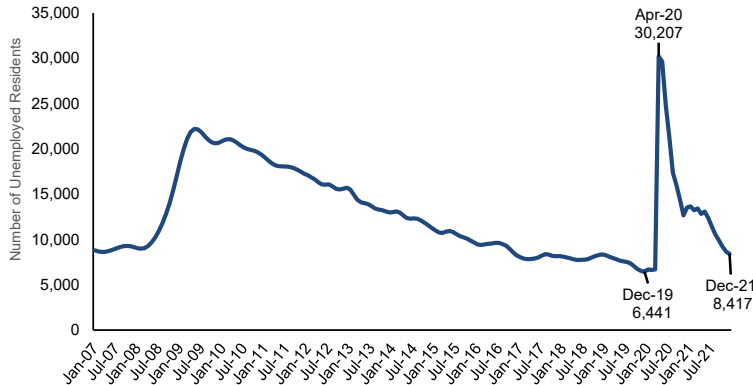
Clackamas County

ECONOMIC INDICATORS

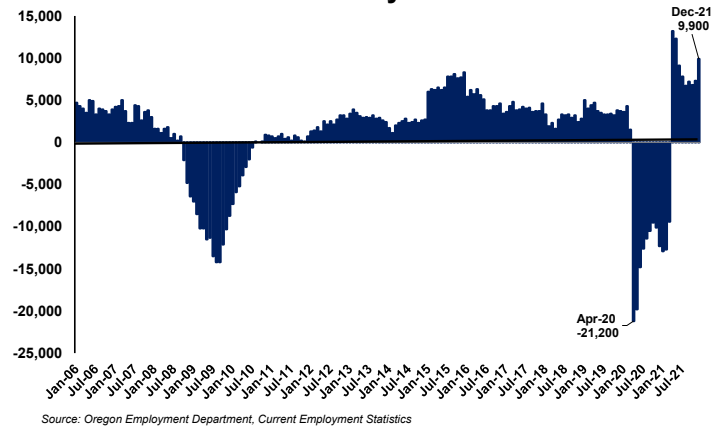
January 2022 (December data)



Number of Unemployed Residents in Clackamas County
January 2007 - December 2021
(seasonally adjusted)

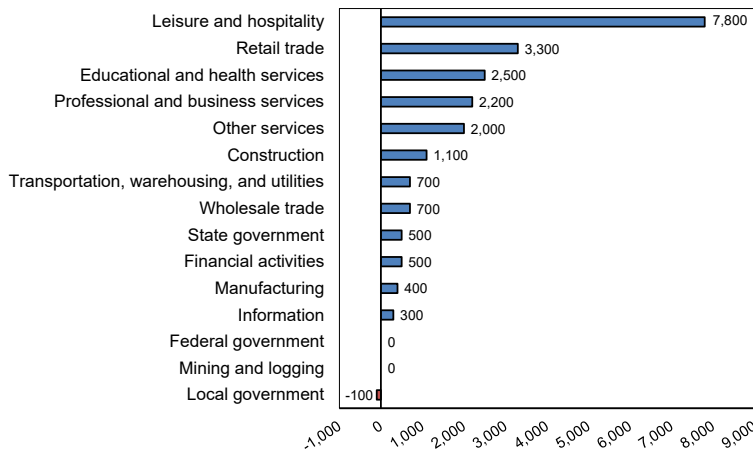


Year-over-Year Employment Growth
Clackamas County: 2006-2022



Source: Oregon Employment Department, Current Employment Statistics

Industry Employment Growth in Clackamas County:
April-2020 (pandemic) to December-2021 (+21,900 jobs)

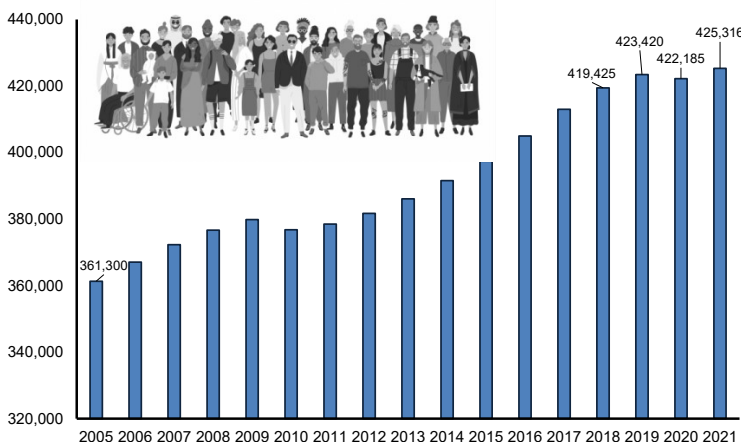


Source: Oregon Employment Department, CES

The number of unemployed residents in Clackamas County continues to drop and year-over-year job gains in December are the highest since May.

- The *seasonally adjusted* unemployment rate fell to 3.7% in December from 3.9% in the previous month. The number of unemployed residents fell by -250 to 8,417 in December from 8,667 in the previous month.
- Year-over-year job growth in December showed a gain of 9,900 jobs.
- Since the bottom of the recession, Clackamas County has added back 21,900 jobs. The majority (81%) of job growth has been in leisure and hospitality (7,800), retail trade (3,300), private educational and health services (2,500), professional and business services (2,200), and other services (2,000).

Population in Clackamas County, 2005-2021



Average annual population growth in Clackamas County at 1% from 2006-2021.

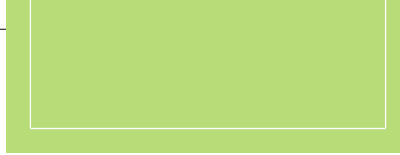
- The population in Clackamas County reached 425,316 in 2021; this was an increase of 3,131 residents from the previous year.
- On average from 2005 through 2021, the Clackamas County population grew 1% per year.
- In 2021, Clackamas County's population made up 23.0% of the 1.85 million population in the Portland Tri-County area.



ECONOMIC DEVELOPMENT COMMISSION

February 2022

Shared by: Bridget Dazey
Clackamas Workforce Partnership



EXPUNGEMENT CLINICS

Services for Clackamas County

Expungement Clinics

- Clackamas-area workforce providers were trained on a program called **Record Sponge**, a legal records expungement program, and will be starting to integrate this service into available offerings.
- The training and software will be at no-cost to staff and will be offered to community members at no charge.
- CWP has trained 20 providers on the program, pooling many volunteers to provide this service in monthly Expungement Clinics in Clackamas County
- Laws have significantly change in 2022
 - Increase in counts/charges that are now “expungable” under the new laws
 - Lower fees – reduced from **\$281 per count to \$30** fingerprinting / filing fee

Next Steps

- Our first expungement clinic will be **March 16, 2022** as part of the **Resource & Career Fair at the Clackamas Fair Grounds**. Referrals for expungement can be made at <https://www.surveymonkey.com/r/ClackExpunge>
- Currently looking for lawyers & para-legal volunteers to serve as volunteers for the pilot portion of this project to help assist providers with expungements as well as connections to on-site fingerprinting services
- Contact Amanda Wall, Community Relations Manager at amanda.wall@clackamasworkforce.org for more details

Expungement Clinics in Clackamas County

Updates for February 2022

- Laws have changed making it more affordable & accessible
- RecordSponge – a no cost tool to support services
- Countywide Clinics



WORKSOURCE OREGON MODERNIZATION & CIC REPORT

The Coraggio Group



WorkSource Oregon CIC Initial Assessment Project Overview

Coraggio Group
503.493.1452 | coraggiogroup.com





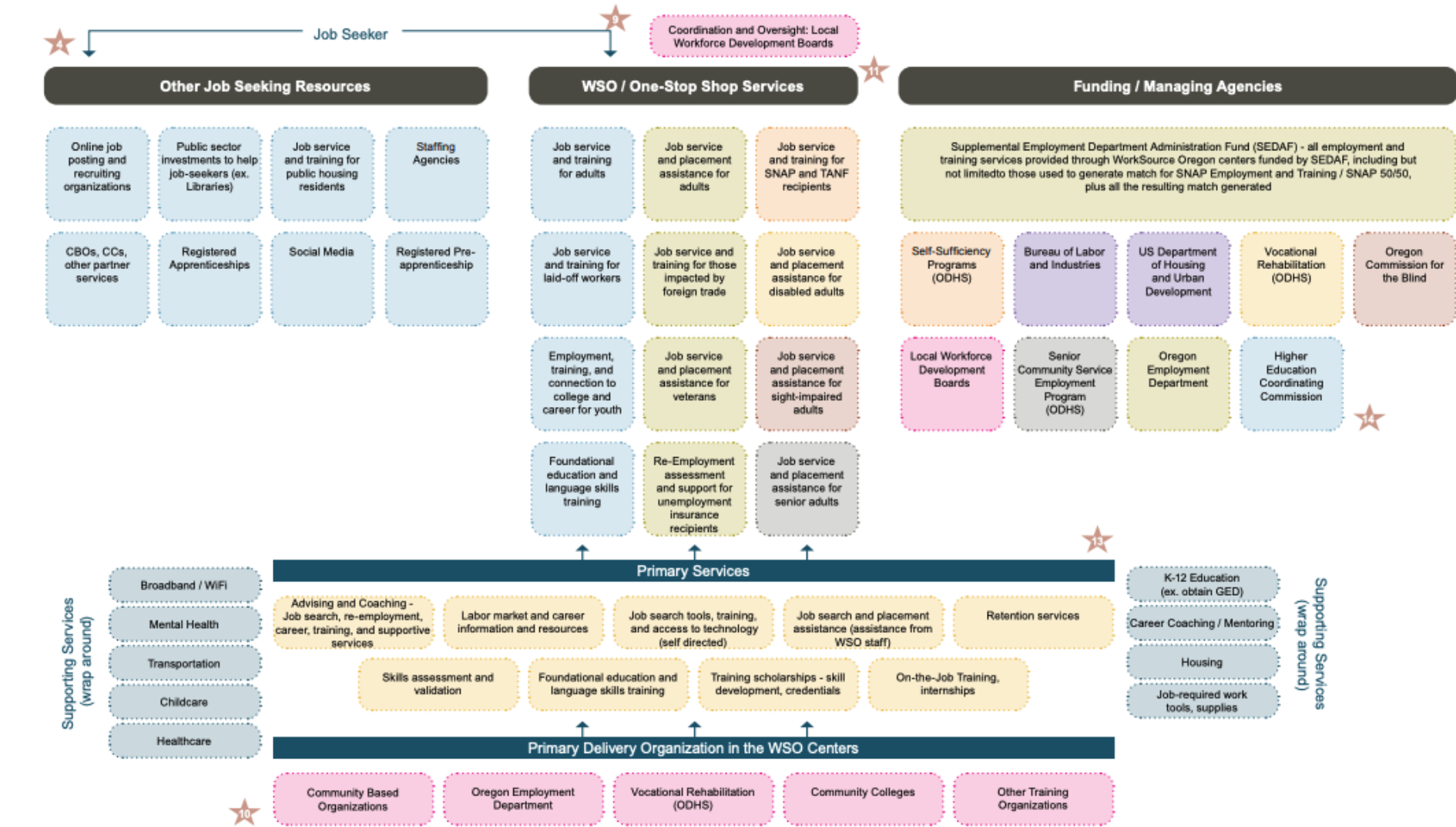
The goals of this assessment are to:

- Identify service and resource gaps that may impede the WSO system's effectiveness in serving those most impacted by COVID -19.
- Identify ways to improve the user experience and increase access and success for disenfranchised communities.
- Improve alignment with agencies and nonprofits that provide culturally specific services and wraparound supports

Current State Mapping



System Maps



★ With the prevalence of successful private job matching platforms (Indeed, Monster, Glassdoor, etc.) and a general dissatisfaction with iMatch, there is skepticism regarding whether WSO is in a competitive position to successfully provide job matching services.

★ WSO is not seen as a cohesive system

★ Stakeholders are seeking improved communication from WSO

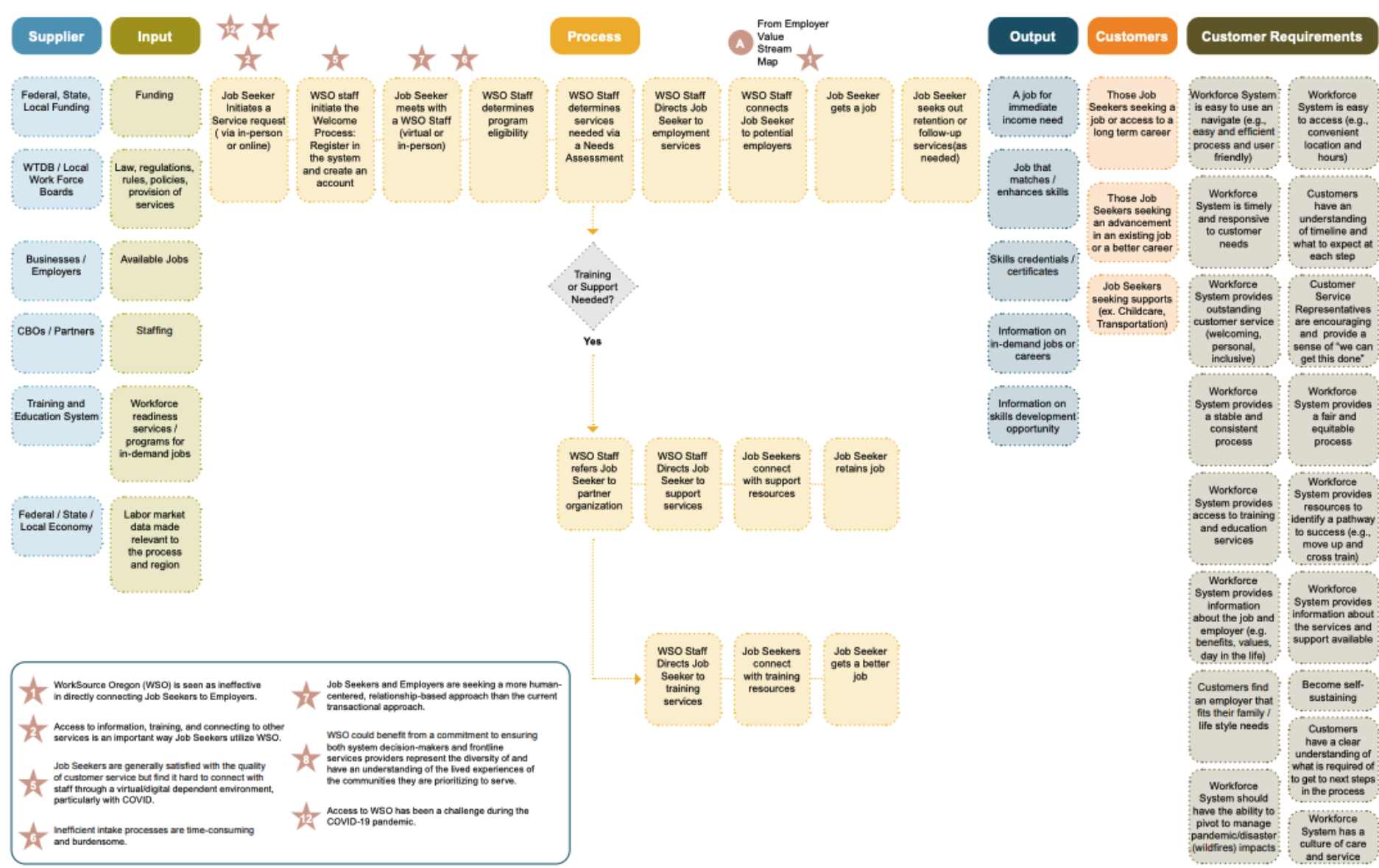
★ WSO is not meeting its desired goal of being a One-Stop Center, particularly as it relates to awareness and access of wrap-around services

★ Opportunities exist for WSO to better meet the expectations and needs of disenfranchised communities and those most impacted by COVID

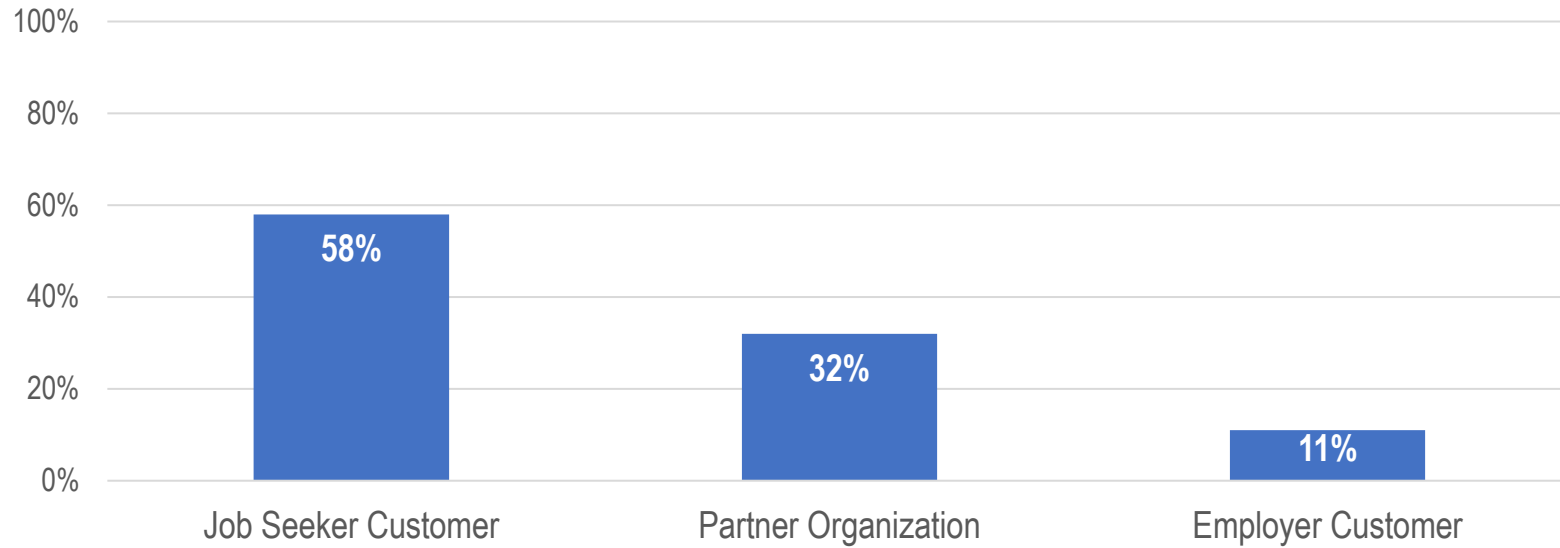
★ WSO's lacks a shared governance model with clear accountability to create a culture of continuous improvement



Value Stream Maps



- **895 Survey Responses**



- **6 Focus Groups**
- **17 One-On-One Interviews**

Improvement Opportunities Identified by Stakeholders



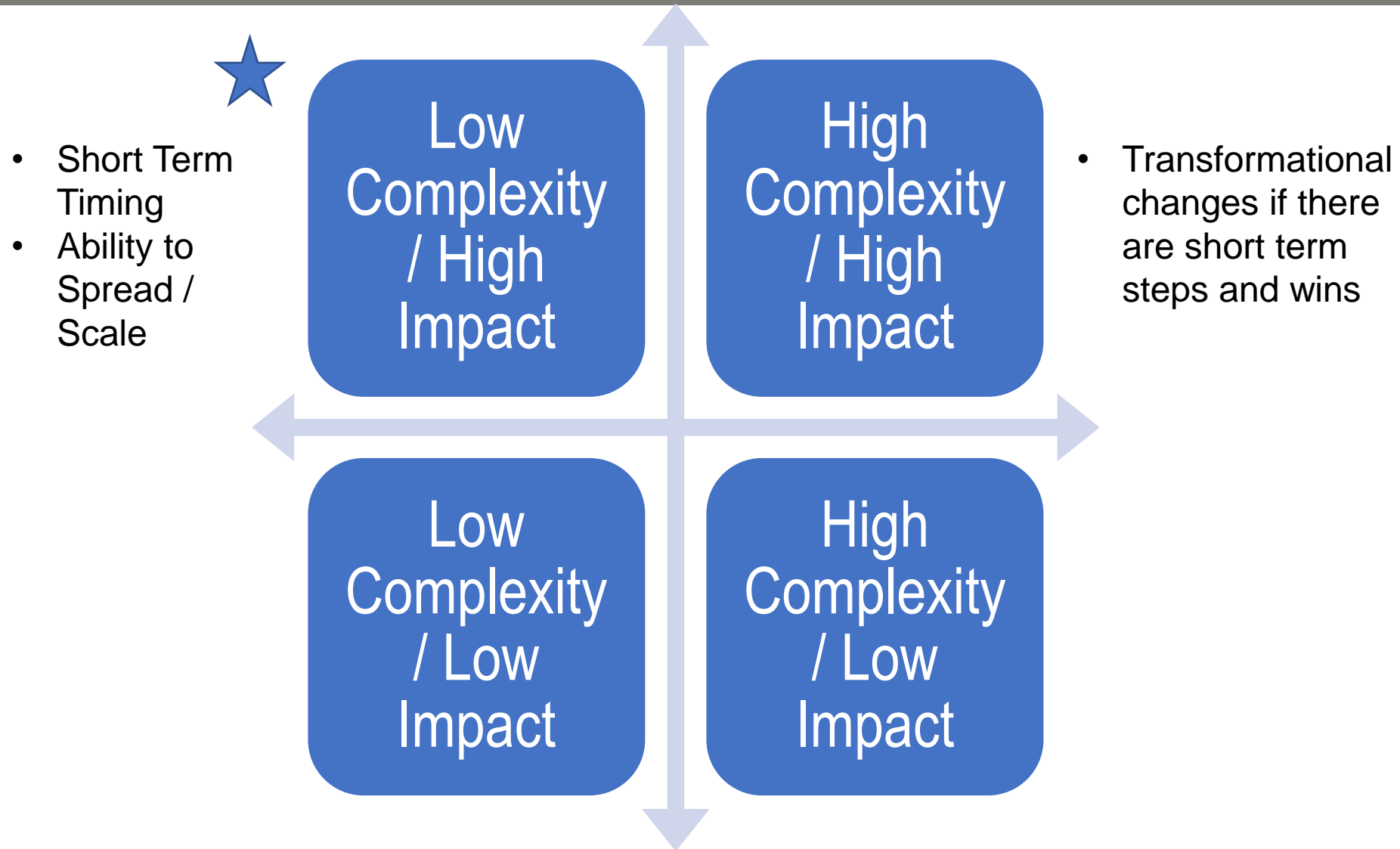
Key Themes

1. WorkSource Oregon (WSO) is seen as ineffective in directly connecting Job Seekers to Employers and there is skepticism regarding whether iMatchSkills is in a competitive position when compared to private job matching platforms (Indeed, LinkedIn, Glassdoor, etc.).
2. Access to information, training, and connecting to other services is an important way Job Seekers utilize WSO.
3. Employers are particularly unsatisfied with this system. Of the three affiliations to WSO – Job Seekers, Employers, Partners – Employers are the least engaged and satisfied.
4. Job Seekers are generally satisfied with the quality of customer service but find it hard to connect with staff through a virtual/digital dependent environment, particularly with during the COVID-19 Pandemic.
5. Inefficient intake processes are time-consuming and burdensome.
6. Job Seekers and Employers are seeking a more human-centered, relationship-based approach than the current transactional approach.

7. WSO could benefit from a commitment to ensuring both system decision-makers and frontline services providers represent the diversity of and understand the lived experiences of the communities they are prioritizing to serve.
8. WSO is not seen as a cohesive system and struggles to meet its desired goal of being a One-Stop Center, particularly as it relates to awareness and access of wrap-around services.
9. Stakeholders are seeking improved communication from WSO.
10. Opportunities exist for WSO to better meet the expectations and needs of disenfranchised communities and those most impacted by COVID.
11. WSO's lacks a shared governance model with clear accountability to create a culture of continuous improvement.

Prioritize Opportunities

Prioritization for Near Term Recommendations





Proposed Recommendations

Review and redesign the Job Seeker welcome and intake process, with the goal of identifying different tracks and process steps based on customer need.

- Identify key points in the intake process where relationship-based / human-centered approach can be enhanced and/or amplified.
- Establish a simple pre-registration process to quickly identify customer requirements and make quick referrals to services needed.
- Resolve the password reset issue which has resulted in significant frustration for customers.

Recommendation helps to address the following identified WSO system opportunities

- 5 – Inefficient intake processes are time consuming and burdensome
- 6 - Job Seekers and Employers are seeking a more human-centered, relationship-based approach than the current transactional approach.

Proposed Recommendation

Evaluate the core purpose and functionality of iMatchSkills as a job matching and capability assessment tool to inform, and potentially expedite, OED's planned modernization effort.

- Evaluate how iMatchSkills is used in the provision of services and opportunities to use it differently.
- Evaluate use and utility of data collection efforts through iMatchSkills with a human-centered, relationship-based equity lens.
- Determine its value proposition relative to other 3rd party platforms such as Indeed, LinkedIn, Glassdoor, etc.
- Explore partnership opportunities between iMatchSkills and 3rd partner platforms, such as Indeed, to ensure that these platforms are linked and matching job opportunities with job seekers in the WSO system.

Recommendation helps to address the following identified WSO system opportunities

- 1 – WorkSource Oregon (WSO) is seen as ineffective in directly connecting Job Seekers to Employers and there is skepticism regarding whether iMatchSkills is in a competitive position when compared to private job matching platforms (Indeed, LinkedIn, Glassdoor, etc.).
- 3 – Employers are particularly unsatisfied with this system. Of the three affiliations to WSO – Job Seekers, Employers, Partners – Employers are the least engaged and satisfied

Proposed Recommendation

Explore a single point of contact (e.g., Navigator role) through the WSO system (e.g., one stop centers, through community-based organizations or accessible through an online intake process) to efficiently guide next steps that match the unique needs of each customer.

- Initially when engaging the system, they have an unbiased, autonomous single point of contact that provides ongoing continuity throughout the process
- Knowledgeable of all services offered and customer centric (e.g., meeting the customer where they are and providing helpful, customer service)
- Aware of cultural differences and the lived experiences of priority customers and apply that awareness to how they support and connect with the individual customer
- Explore the feasibility of a shared funding model for the single point of contact.

Recommendation helps to address the following identified WSO system opportunities

6 – Job Seekers and Employers are seeking a more human-centered, relationship-based approach than the current transactional approach

7 – WSO could benefit from a commitment to ensuring both system decision-makers and frontline services providers represent the diversity of and understand the lived experiences of the communities they are prioritizing to serve

8 – WSO is not seen as a cohesive system and struggles to meet its desired goal of being a One-Stop Center, particularly as it relates to awareness and access of wrap-around services.



Proposed Recommendation

Clarify and communicate the current WSO accountability and evaluation system.

- Define and communicate the roles and responsibilities of each system partner, document existing decision-making authority, and communicate current accountability structure.
- Align and resolve duplication of roles, responsibilities and processes between the WTDB Continuous Improvement Committee (CIC), the Oregon Workforce System Executive Team (WSET), and the One-Stop Center Continuous Improvement Team.
- Ensure relevant committees and boards have the appropriate representation of partners and are reflective of the priority communities WSO is seeking to serve.

Recommendation helps to address the following identified WSO system opportunities

7 – WSO could benefit from a commitment to ensuring both system decision-makers and frontline services providers represent the diversity of and understand the lived experiences of the communities they are prioritizing to serve.

8 – WSO is not seen as a cohesive system and struggles to meet its desired goal of being a One-Stop Center, particularly as it relates to awareness and access of wrap-around services.

11 – WSO's lacks a shared governance model with clear accountability to create a culture of continuous improvement.

Improvement Opportunities Ownership and Roles



Action Plans

Potential Near Term Recommendations	CIC the Recommendation Owner? Y/N	Specific Action Steps	Action Step Owner?	Action Step Timing (start/end)	Role of CIC in supporting Action Step	Agency / Committee Responsible for Go/No-Go Pilot?	Where should Pilot occur?	Agency / Committee Responsible Go/No-Go Implementation?
<p>Review and redesign the Job Seeker welcome and intake process, with the goal of identifying different tracks and process steps based on customer need.</p> <p>* Identify key points in the intake process where relationship-based / human-centered approached can be enhanced and/or amplified.</p> <p>* Establish a simple pre-registration process to quickly identify customer requirements and make quick referrals to services needed.</p> <p>* Resolve the password reset issue which has resulted in significant frustration for customers.</p>	Yes	1) Complete due diligence and root cause analysis of the welcome and intake process.	Implementation Action Team comprised of One Stop Operator Continuous Improvement Group, OED staff, associated SME's relevant for the specific process area improvements, CIC / WTDB liaison	Determined by Implementation Action Team with target timeline of 90 days.	Empower Action Team and remove roadblocks	Implementation team identifies the testing areas and pilots and has the authority to implement the pilot	Decision on pilots should be driven by the data (steps 1 & 2) on where the best places to pilot	CIC provides recommendations regarding the pilot to WTDB; WTDB communicates that decision to the Governor's Workforce Policy Advisor, who is authorized to go / no go and spread / scale the improvement across the system
		2) Develop initial solution set and implementation plan (scope, timeline and budget requirements)						
		3) Review / refine solution set, implementation and evaluation plan			Review and provide input into solution set and implementation plan; Identify regions to pilot			
		4) Execute implementation plan			Empower Action Team, check in on progress and remove roadblocks			
		5) Evaluate improvement and determine if can scale / spread (includes financial impact)	CIC	Within 30 days of recommendation submitted by the Implementation Action Team	Evaluate and determine implementation next steps			



GOOD JOBS CHALLENGE

Columbia-Willamette Workforce Collaborative Update



UPDATE | GOOD JOBS CHALLENGE

\$500 million for the Good Jobs Challenge

Designed to get Americans back to work by establishing or strengthening regional workforce training systems to train workers with in-demand skills through sectoral partnerships

- Clackamas Workforce Partnership and our regional workforce partners from WorkSystems and Workforce Southwest Washington submitted a proposal for \$25 million
- Our proposal focuses on **improving job quality, establishing direct hire training programs, community outreach, and wrap-around supports**



UPDATE | GOOD JOBS CHALLENGE

The *Good Jobs for All* partnership includes over two dozen employers, industry associations and labor unions that have committed to supporting the Initiative and its participants.

Commitments include:

- Joining newly formed Sectoral Partnerships to develop & inform regional workforce system strategies.
- Implementing strategies to grow Quality Jobs and promote workforce equity.
- Interviewing and prioritizing program completers for hire.
- Participating in industry exposure activities (i.e., presentations, company tours & mock interviews).
- Providing subsidized work experience or on-the-job training opportunities to participants.
- Adopting innovative partnerships to boost employee retention with wraparound supports/services.
- Cultivating recruitment pipelines by sharing info on jobs, hiring requirements & job benefits





CHILDCARE FOR ALL TASKFORCE



Clackamas
Workforce
Partnership

Childcare for All Taskforce

Program/policy - licensing requirements, professional development, quality programming, coordinated enrollment, and new providers/programming.

Current facilitator - Brett Walker. 1st meeting - TBA

Finance / Strategy - analyzing true cost of child care and financing strategies for increased capacity and affordability.

Current facilitator - Bridget Dazey. 1st meeting - Thursday January 6, 1:30-3pm. Zoom.

Infrastructure/ Zoning - all things related to physical facilities used for child care. New/existing buildings, renovations, zoning codes, licensing requirements in regards to facilities.

Current facilitator - Adam Freer. Community Chair - Stephanie Whitmore. 1st meeting - TBA, Doodle Poll in progress.

Workforce - wages and benefits, retaining quality ECE staff, equity, sustainability as a profession.

Current facilitator - Bryan Fuentes. 1st meeting - TBA, Doodle Poll in progress.





UPCOMING EVENTS

Clackamas Workforce Partnership

Recent & Upcoming Events

Hiring Events:

- March 16, 2022 at the Clackamas County Fair Grounds, Main Pavillion – Job & Resource Fair from 11am – 3pm. 14+ employers looking to hire from entry to management positions. Resources available include Housing, Mental Health, Resume Building, Education & Career Services, Expungement Clinic and MORE. Check out the link for who is hiring at:
<https://www.clackamasworkforce.org/clackamas-county-resource-and-hiring-event/>

Sector Panels:

- CWP facilitates quarterly industry meetings for the manufacturing, healthcare, technology, and construction sectors. If you are business member representing one of these sectors and are interest in learning more, please reach out to me.



WHAT QUESTIONS DO YOU HAVE FOR US?

Bridget Dazey | Bridget.Dazey@clackamasworkforce.org

Clackamas County Economic Development Commission

Incentive Program Overview

February 23, 2022



Business & Community Services - Economic Development Division:
Sarah Eckman, Interim Director
Cindy Moore, Economic Development Coordinator
Corina Copeland, Economic Development Specialist

Enterprise Zones

Overview of Enterprise Zone program

- Began in Oregon in 1986
- Primarily, enterprise zones exempt businesses from local property taxes on new investments for a specified amount of time. Sponsored by municipal or tribal governments, an enterprise zone typically serves as a focal point for local development efforts.
- Goal of fostering economic opportunities, development and local competitiveness.

Enterprise Zone locations in Clackamas County

North Urban Clackamas County

(Includes: Milwaukie, Unincorporated Clackamas County, Gladstone)

Estacada

Molalla

Sandy

Oregon City

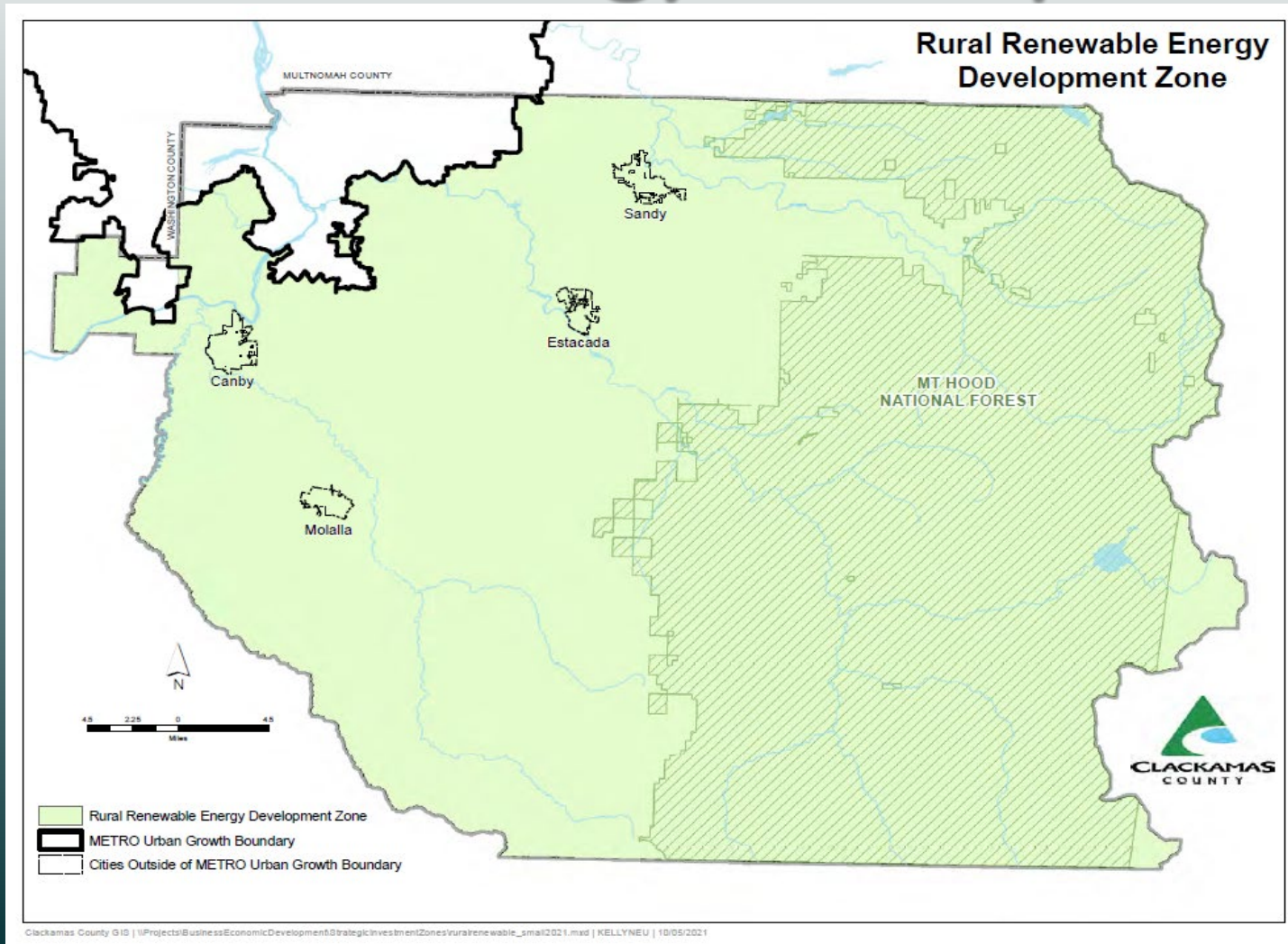
Business Eligibility

- Prior to building construction/improvements or machinery equipment installation on-site, the zone manager must receive and approve an Application for Authorization.
- Eligible businesses include manufacturers, processors, shippers, and other traded sector businesses, as well as call centers and headquarter facilities.
- Hotel/resort businesses are eligible in the Estacada, Molalla, and Sandy Enterprise Zones.
- Retail, construction, financial and other defined businesses are ineligible.

Rural Renewable Energy Development Zone

- Same 3–5-year exemption as enterprise zone—electricity from renewable resource, or producing, distributing or storing various fuels
- Rural means outside metropolitan or large-city (30,000 pop.) UGB
- Zone designated at local request by resolution to Business Oregon, which sets total cumulative maximum for exempt projects up to \$250 million

Rural Renewable Energy Development Zone



Strategic Investment Zone Urban/Rural

- The 15-year exemption is on project property greater than the threshold amount—only the assessed value under the threshold is taxed.
- Urban: Threshold starts at \$100 million for locations inside the current urban growth boundary of a metropolitan area or city with 40,000 or greater population
- Rural: Threshold starts at \$25 million if the total investment is \$500 million or less, and at \$50 million if project costs are between \$0.5 and \$1 billion.
- A community service fee is paid each year to local public service providers

Additional examples of incentives

Oregon and other U.S. states & localities generally have, for example:

- **Export assistance and business advisory services, and access to research and related public–private resources**
- **Site/land –quality/readiness certification & documentation, as well as brownfield remediation or risk control**
- **Interagency regulatory coordination**
- **Worker placement/training services (often very cost-effective)**
- **Property tax increment financing (TIF – urban renewal in Oregon)**
- **Public infrastructure funds (project-specific w/Immediate Opportunity Funds and some Special Public Works Funds).**

Questions & Discussion

Thank you!