

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: November 10, 2020 **Approx. Start Time:** 1:30 **Approx. Length:** 60-90 minutes

Presentation Title: Performance Clackamas: Update - Grow a Vibrant Economy

Department: BCS, ADMINISTRATION

Presenters: **Prosperity Initiative:**
Cindy Becker, County Administration
Bridget Dazey, CWP
Meagan Picard, Athena Group

Workforce:
Sarah Eckman, Business and Community Services Deputy Director
Cindy Moore, BCS Economic Development Coordinator
Jennifer Harvey, Health, Housing and Human Services (H3S)
Duke Dexter, Technology Services

Commercial and Industrial Lands:
Sarah Eckman, Business and Community Services Deputy Director
Dan Johnson, Transportation and Development
Jon Legarza, Business and Community Services Economic Development Coordinator

Other Invitees: All members of the three Implementation Teams that are part of the *Growing a Vibrant Economy* goal.

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

This is an update to the Board for discussion, no action is requested.

EXECUTIVE SUMMARY:

Early in 2020, Implementation Teams were formed to address each of the Boards' Strategic Initiatives. Teams consist primarily of staff from multiple departments who are involved with planning and implementation. Due to COVID, work has been delayed; however, teams have reconvened and are moving ahead with their work.

These update sessions provide an opportunity for the Board to review progress towards achieving the Initiatives including:

- discussing activities to date
- identifying what's working and any barriers
- recommending changes, if needed, and
- describing plans for the 12 months

This session will review three Initiatives from the Board's *Grow a Vibrant Economy* priority:

- By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.

- By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business needs.
- By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

FINANCIAL IMPLICATIONS (current year and ongoing): N/A

Is this item in your current budget? X YES NO

What is the cost? \$

What is the funding source?

STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals?
- How does this item align with the County's Performance Clackamas goals?

This is a review of departmental work on the Performance Clackamas goals

LEGAL/POLICY REQUIREMENTS: N/A

PUBLIC/GOVERNMENTAL PARTICIPATION: Involves several departments

OPTIONS: N/A

RECOMMENDATION: This is informational only.

ATTACHMENTS:

Three Goals Sheets

SUBMITTED BY: Sarah Eckman and Cindy Becker

Division Director/Head Approval _____

Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Sarah Eckman @ 503-894-3135
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BCC GOAL: Grow a Vibrant Economy

Strategic Result(s)

By 2024 80% of employers within targeting clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.

Team Members/Department (*Chair)

Business & Community Services	Laura Zentner	*Sarah Eckman	Allegra Willhite	Cindy Moore
Health, Housing and Human Services	Rod Cook	Jennifer Harvey	Teresa Christopherson	
Human Resources	Evelyn Minor-Lawrence			
Tourism & Cultural Affairs	Samara Phelps			
Clackamas Workforce Partnership	Bridget Dazey			
County Administration	Tracy Moreland			
Technology Services	Duke Dexter			
Public and Government Affairs	Sue Hildick			
Transportation and Development	Karen Buehrig			

Key Strategies

Define ‘targeted clusters’, ‘adequately trained workforce’, ‘family wage jobs’
Defined ‘family wage jobs’ using MIT Living Wage Calculator for Clackamas County: 1 working adult, 2 children, \$35.53/hour https://livingwage.mit.edu/counties/41005
Define targeted clusters. Idea proposed to focus on Enterprise Zone employers
Develop business survey for reporting and survey area employers from targeted clusters
Develop a communications strategy for sharing program information with target audience
MFR Implementation team working across county departments to ensure equity, diversity and inclusion are at the forefront of this work. Utilize language communication survey results from PGA and the Equity and Inclusion Office for recommendations to reach non-native English speakers
Create pathways for low-income and vulnerable residents to qualify for family wage career opportunities. Provide access to services designed to improve family stability and remove barriers to successful education, training and employment
County to partner with Clackamas Workforce Partnership, WorkSource Clackamas partners (public workforce system) and higher education system
Workforce Implementation Team to partner with Prosperity Zone team to address shared issues
County partnership with local broadband providers to provide Federal Communications Commission (FCC) baseline level of internet service (25mbps down/3 mbps upload)
Coordinate with H3S transportation planner regarding services provided by the Mt Hood Express; explore other transportation opportunities
Coordinate with leadership for Construction Career Pathways Project (C2P2)
Coordinate with BCS Economic Development on Cross-Laminated Timber industry development and evaluate future employment opportunities to provide living wage jobs

Coordinate with Economic Development Commission to gather their input and support toward this goal

Related Metrics

By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties which meet their particular business need.

By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

By 2025, 1,500 affordable housing units will be developed. Those units will be stratified across the Area Median Income (AMI) ranges as shown in the BCC Goals.

Key Initiative: Being a catalyst and a convener to stimulate the development of Workforce Housing for those with 60% or less of the AMI.

Key Initiative: Making high speed internet available throughout the County

Activities Completed to Date

In depth planning discussion of goal and possible activities, reviewed membership and identified additional members for the group

Research on definition of “family wage job”; defined key terms within goal: ‘targeted clusters’, ‘adequately trained workforce’, ‘family wage jobs’

CC Workforce Program ensured accessibility to their Employment Center for in-person services

Entered into IGA with Clackamas Community College to offer scholarships to remove graduation barriers students in the last year of their program are experiencing

Met with Oregon Institute of Technology President to learn about their long-term plans for their programs, with agreement to meet again to discuss future opportunities

Partnering with Clackamas Workforce Partnership on this goal and others

Economic Development Commission provided letter of support for Technology Services broadband grant application

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Reopen CC Workforce Programs Employment Center for in person service. Center offers in person services for vulnerable residents: justice involved, veterans, individuals with mental health, addiction issues and those lacking technology.	Technology Services submitted broadband grant application through Economic Development Administration	Create business survey	Distribute business survey and collect and analyze responses
CC Workforce Program participated on EOC-Vulnerable Persons Team (COVID-19 and Wildfire) to assist impacted residents with employment support.	Continue meeting to expand planning activities, set goals and implement plan	Continue meeting to expand planning activities, set goals and implement plan	Continue meeting to expand planning activities, set goals and implement plan

CC Workforce Program partners in staffing RingCentral Response Line. Hotline was developed by CWP for use during closure of WorkSource Clackamas.	Identify key partners and strengthen relationships	Consult with Mass Timber industry to evaluate employment opportunities for low-income and vulnerable residents (Economic Development & CC Workforce)	Review Enterprise Claim Forms for wages being reported
Provide CC Workforce staff to support Workforce Systems Transformation Planning Meetings convened by Clackamas Workforce Partnership: EDI Plan, digital services delivery, customer engagement, internal communications and safety protocol for reopening WorkSource Clackamas	Review HACC Employment & Training Career Survey results. Survey created by CWP and HACC for residents.		Strengthen connections with key partners
CC Workforce staff to continue partnering with ODHS District #15 providing employment and training services for TANF families and SNAP recipients through direct service.	Review OregonASK Survey results: work-related child care needs during COVID-19 for working families		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Coordination of team members	Multiple sources and definitions of "family wage jobs"
Increased plans for partnerships to accomplish goals	There has been a disinvestment in workforce training.
Workforce system commits to process improvement to build more service connectivity and resource leverage	Lack or limited ability to operate Career and Technical Education (CTE) training programs. This education typically takes place in a hands-on, onsite environment and is very limited during COVID-19.
	Childcare challenges
	K-12 education challenges due to current environment, including home-schooling, remote learning, parental supervision needs, etc.

Changes recommended due to COVID or other factors

Recommended Change	Reason
Change 'adequately trained' to 'adequately prepared'	Training is not the only reason employers are struggling with finding talent. Employer feedback to existing organizations is that they need applicants with foundational skills such as interpersonal communications, time and attendance and willingness to learn

BCC GOAL: Grow a Vibrant Economy

Strategic Result(s)

By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.

Team Members/Department (*Chair)

Cindy Becker*	Armando Jimenez	Dan Johnson
Brenda Durbin	Karen Buehrig	Bridget Dazey
Rich Swift	Laura Zentner	Meagan Picard
Sue Hildick	Sara Eckman	

Key Strategies

County needs to see itself as a partner rather than leader in these projects – different strategic style
There are cross-functional roles for the county to play in all communities in the pilot even though the specifics for each may be different: <ul style="list-style-type: none">• Barrier Mitigation: removing barriers in county or local policy or practice• Networking: County staff can utilize/leverage existing local contacts to “bring to the table”• Resources: County staff will identify potential staff and/or financial resources to help seed the projects.• Evaluation & Replication: County staff will work with contractor and local communities to evaluate projects and determine ability to replicate in other communities
Increase community awareness and impact of equity at the local level
Help to build capacity for shared leadership among all local partners
Increase knowledge and aware of projects in communities

Related Metrics

Under development by each lab

Activities Completed to Date

Identified and convened three pilot community labs: Canby, Estacada, Milwaukie
Provided equity training
Each lab has identified primary problem and solution statements
Transitioned leadership of Initiative to Clackamas Workforce Partnership with Athena continuing to support

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Develop project designs in each lab	Test and evaluate project design for each lab	Final equity training and plans to implement learning	AntFarm continues implementing activities for Estacada grant
CRT meetings	CRT meeting(s)	Final overall project review event and report	Other TBD
Transfer leadership to CWP		Create plan to carry forward aspects of project CRT decide to move forward – submit plan	
Apply for county grants		AntFarm implements activities for Estacada grant	
Raise project awareness in broader communities		Potential additional testing and evaluation of lab projects in each site with final reports	

Overall Status/Progress

What's Working Well	Barriers/Challenges
Diversity and engagement of lab participants	Very process oriented which takes time and patience!
Desire to identify issues and work on solutions	COVID and wildfires have impacted ability to focus and meet regularly to continuous progress
Involvement of County staff as issues are identified	Intercultural issues have taken time to develop trusting relationships; some divides have become more evident/severe in COVID and wildfire context
CWP stepping up to assume local leadership	Engaging CRT among other COVID and wildfire priorities (members deployed to other high priority activities)

Changes recommended due to COVID or other factors

Recommended Change	Reason
<p>Change current strategic objective:</p> <p>FROM: By 2024, 75% of participants in the Community Prosperity pilots have experienced improvement in financial stability and access to affordable, healthy foods.</p> <p>TO: By 2024, 75% of participants in scaled up projects report easier access to resources, services and programs related to assisting with their financial needs.</p>	<p>From the beginning, the goal to build wealth has been broad and aspirational. While we started out thinking we would develop shared community wealth-building strategies, communities preferred to address existing barriers to reaching their financial goals, including</p> <ul style="list-style-type: none"> • inadequate childcare opportunities (Milwaukie) • unwelcoming community programs and services for people with limited English proficiency (Canby) • inadequate access to skill development/enrichment opportunities to help with access to employment/career pathways <p>Based on this, we believe the revised metric better reflects the desired outcome.</p>

BCC GOAL: Grow a Vibrant Economy

Strategic Result(s)

By 2024, 80% of businesses that pay family wage jobs seeking to locate or expand in Clackamas County will find serviceable commercial or industrial properties that meet their particular business needs.

Team Members/Department (*Chair)

Business and Community Services	*Sarah Eckman	Jon Legarza	Laura Zentner	Allegra Willhite
County Counsel	Stephen Madkour	Nathan Boderman		
County Administration	Caroline Hill			
Transportation and Development	Dan Johnson			
Assessment and Taxation	Bronson Rueda	Tami Little		
Technology Services	David Cummings	David DeVore		
Water Environment Services	Greg Geist	Chris Storey		

Key Strategies

Communications – clearly defining terms contained within the goal.

Strategy development – taking clearly defined goal and formulating strategy for how to accomplish and provide measurable results.

Collaboration – collaborating with subject matter experts to have a better understanding of the topics, gather input, and utilize cross-department collaboration approach.

Focus on three Opportunity Zones in unincorporated Clackamas County, with emphasis on repurposing existing properties. Consider scope of work for prospectus on Opportunity Zones.

Explore possible analysis on properties.

Coordination with City of Happy Valley on the East Happy Valley Comprehensive Plan.

Related Metrics

By 2024, 80% of employers within targeted clusters surveyed will report that an adequately trained workforce is available to fill their family wage jobs.

By 2024, funding for the next Phase (from 122nd-172nd) of the Sunrise Gateway multimodal corridor improvements will be committed from federal, state, and/or regional funding sources.

By 2024, funding for the Interstate 205 (I-205) Widening and Seismic Improvements Project, including the Abernethy Bridge, will be committed from federal, state, and/or regional funding sources.

By January 2022, a Climate Action plan is adopted for our community with specific recommendations to reach the goal of being carbon neutral by 2050.

Activities Completed to Date

Planning discussions to strategize future actions
Researched and defined terms within the goal to aid in better understanding of how to carry out the goal
Identified geographical areas of focus; reviewed existing infrastructure and other plans within County
Strategized on use of Opportunity Zones as focus area to ensure measurable outcomes

Activities Planned for FY 21

Q1: July-September	Q2: October-December	Q3: January-March	Q4: April-June
Regain common understand of goal	Define terms within goal	Draft scope of work for RFP to develop a Prospectus on three County Opportunity Zones	Contractor to do analysis and begin development of Prospectus
Strategize on goal measurement plan	Present to BCC on progress		
	Identify geographical areas of focus		

Overall Status/Progress

What's Working Well	Barriers/Challenges
Inter-departmental input is working well	Multiple possible interpretations of terms in measure require careful definition in order to develop a successful plan
For key infrastructure within identified study area, County is already providing most services	Specificity of measure leaves less room for adapting/updating measure to current circumstances
Leveraging existing infrastructure	

Changes recommended due to COVID or other factors

Recommended Change	Reason