Agenda/Notes
Office of Governor Tina Kotek
RJC Economic Opportunity Committee
July 21, 2026 – Zoom
2:30 – 4:00 pm
Moderator – Javier Cervantes

MEMBERS

E	Ciara Pressler	A	James Cador	X	Marin Arreola
A	Evann Goss-Lemelle	X	Justice Rajee	X	Khang Tran
X	James Alan Parker	X	Katrina Barguil		

OTHER ATTENDEES

X	Andre Bealer	X	Javier Cervantes	X	Jesse Hyatt
X	Yasmin Solorio	E	Sarah Means	X	Melinda Gross, DAS

Topic/Lead	Notes/Main Points	Decisions/Action Items
Discuss Updated Draft of EO 22-15 - James	*Meeting starts at 2:36pm* *Agenda item moved to later in the meeting.*	
Workforce Workgroup Update Draft -Marin	**Marin**: 31 page report with more details. We met an hour every two weeks. Please feel free to send feedback on what you can see. Still a draft. Jan Mason and I led the work. Why change is needed – we see labor shortages, economic inequities, BIPOC and vulnerable communities were impacted severely by covid, with lack of proper funding and data gathering to measure impacts of what workforce development does for workforce in Oregon. Saw statewide need for coordinated statewide leadership. Why does Future Ready Oregon Matter? The goal and purpose is to address workforce shortages. In healthcare, we need workers at all levels but we also need multi-cultural healthcare workers, who have cultural competency in healthcare. It's in high demand, sector is growing dramatically. Manufacturing and technology are a big industry in Oregon and has impacts to our economy. To expand economic opportunity to all, having livable wages. Future Ready Oregon strengthens Oregon's economy. It also helps to invest in underserved communities by reducing barriers for priority populations. Future Ready Oregon supports businesses with skilled workers to meet business needs. It provided wrap around support like childcare, transportation, housing assistance, etc. It helped us	

	collaborate intentionally, between employers, local workforce boards, higher education. Helped us work together in a way we haven't seen before. As the Racial Justice Council (RJC), we feel Future Ready Oregon provided equity, ensuring all had access to training and employment opportunities. Workforce system has so many barriers and created blocks to not allow most vulnerable not being a part of the workforce system. Goal was to ensure system was more in tune and open to most vulnerable workers in Oregon. It helped to reduce duplication, increase efficiency, and improve economic resilience. Many people have so many needs that we needed to build programming in tune with needs of workers and employers. We have seen and will see long term the benefits of how investment is creating and helping grow our economy and increase wage growth. We feel by helping and assisting in creating Future Ready Oregon, it allowed to create a highly skilled workforce and make it sustainable. Future Ready Oregon is a great program and helps Oregon benefit from workforce development. Hopefully asking for some type of investment next session. cross agency alignment, equitable grant making process. Funding was generous and at a true cost of making business. Creating a public dashboard to track workforce development across the state, and aligned with all parters and agencies. Future Ready Oregon helped to minimize barriers and paperwork for businesses to engage. Community Based Partnerships - Investing in trusted Community Based Organizations (CBOs). The community trusts them, educating them throughout the years with what they needed. They got workers into training for opportunities that they wouldn't enroll in if it wasn't for them. For example, people learn about health care, fashion careers, etc. that they never heard of. Workforce programs are out there but they don't engage at grassroots level or engage in communities. Multilingual outreach was used to reach communities. Cultural competency to ensure they connected with communities. Government can be unapproachable and not human centered. People working in these organizations really affect people to help them. Some of the work was multi-year contracts. Typical grants lasted a few years, about two years. Equitable procurement. This program we felt did a better job in creating a system that was more equitable and were inclusive with small partners were true partnerships and not just a check mark. There were 10 key recommendations, but the top five of	

those were: Unified workforce system, evergreen investments, wrap around supports, sector strategies, and employer incentives.

Oregon is at a critical moment. We need to make sure we align together and coordinate support, align workforce development with economic development, Future Ready Oregon provides the foundation.

We feel these recommendations align with the Governor's Prosperity Roadmap and Oregon's long term economic growth and competitiveness. Now is the time to invest in Future Ready Oregon, and we need your support as committee members.

James: It needs to be reflective of Oregon and the economic power blocks, we will be left behind if we don't have action. Do we have a sense of what the investment could and should look like? What's a competitive annual investment for the state to make to have an evergreen Future Ready?

Marin: People address certain numbers, $200M won't happen again. Numbers shared were $10-20M as a possible continuation. With Prosperity Roadmap Report – it aligns with that work. The time is right because we will lose more if we don't do this. This program shouldn't go away; it's a great foundation and momentum is there. Everyone I talk to loves it and are waiting to see what is going to happen. We feel money invested here will go a long way and help Oregon and our industries.

Part of this committee as advocates, what can we get in next session and work moving forward, what number are we looking at realistically.

James: What is absolute minimum to keep this program going and effective. Set the floor so we know what the ask is. They can come up with money when they need to for priorities.

Marin: Currently in Salem area, school district has 52% kids of color, it will get higher in 5-10 years. Multicultural communities will be our future workforce, and we need to act now to prep them for the future of tomorrow.

James: EOC isn't separate from workforce in any way.

Khang: I'm representing small business communities, how can we be proactive vs on recipient end of these opportunities or funds. How can we play along and have opportunities for these?

Marin: Want to see more small business in the system. Future Ready Oregon allowed for small business to train their workers in certain areas. Another item should be

	helping small business with training their workers. **Javier**: If there are additional points for Marin to incorporate, please get them to me and Yasmin by Monday to incorporate and polish before we go to RJC. Look at recommendations in emails.	
Discuss Updated Draft of EO 22-15- James	*James reviews "Advancing Economic Justice and Effective Governance Toward a More Equitable Oregon Economy" word document sections.* **James**: Idea is accountability, having agencies set up reporting requirements, public investment all align with advancing economic justice, statewide impact assessment so we can with transparency of narrowing or widening of disparities, and oversight and corrective action plans for enforcements. We've had several people working on this. Believe it looks and stands strong. Committee decision on any edits before advancing forward for consideration for Governor's Office? **Marin**: Looks great, all sections are wonderful. In terms of accountability, how are agencies held accountable for not meeting the goals? How do we make people more accountable to ensure their willingness and way to make people follow through and try to implement the work. **James**: That idea of oversight, you create the action plan and what you saw was "Go may make performance audits and compliance" like DAS being able to look at budget and provide corrective action plans. Maybe that can be spelled out a bit more clear? **Javier**: Which sections is that James? **James**: Section two, number four. **Khang**: Even within that do we want to identify names or dates? **James**: It's written in section four of subsection two. **Khang**: Is this a continuation of Executive Order 22-15? **Javier**: Yes **James**: A lot of what we wanted to do was focus on accountability piece if you're missing deadlines and seeing real five year plans. **Marin**: Something we see is many people who do business in Oregon, some agencies take forever to give on contracts but they can't hire enough people till they get their contract. Business doesn't want to take risk for doing work since there isn't a signed contract. It's never resolved.	

	James: We don't want to dive into too much of DAS procurement in this EO. We had a presentation from DAS about this. Andre, added that 22-15 is ongoing and remains in effect until terminated. **Javier**: Request for feedback of EO by a week out. James will present to RJC and additional feedback. If you have none, let us know too.	
Review Prosperity Council Recommendations-All	*Prosperity Council Recommendations:* https://www.oregon.gov/gov/Documents/Oregon%20Prosperity%20Council%20Report_Executive%20Summary_June%202026.pdf **Andre**: Governor was open to being provided a set of guiding principles as she is going through decision making around recommendations and what needs to move forward. This is a potential body of work this committee can take the lead as far as what lens she needs to have as she makes decisions on these. **James**: We had the chance to hear and listen to her at RJC. Do we want to draft a letter and respond to show support for certain elements, have specific questions for other elements, or our position in opposition for something specifically and what would that look like. **Andre**: How does the committee help support and guide decision making. She's heard from a lot of folks and has already received several letters, Tim has also been in conversations around the state as well. **Marin**: The issue is implementation. How do we work together to implement this. You mentioned a lens, and Khang mentioned small business. How do we make sure we think of small business as we look through this – what's their involvement, what's the impact. Small businesses have more negative impact for resources, for lawyers, taxes, impacts etc. People I've talked to have said when they have decent years, their income tax for example goes up that they tax so much its still not enough. Large corps have more support to work through these and more of a voice. **Khang**: There is a main body of work going against small business and isn't highlighting or supporting group were trying to help. **James**: We've read through it and looking at state business taxes, a state tax isn't something a lot of our communities are necessarily hit with and it's a loss of revenue. Qualified small business stop – reconnection is already available for businesses less than $50M, which doesn't hit many of our small businesses. These have real world impacts. As someone who engages at the state for policy development,	

	program support, etc. we are often squeezed. Reduction in taxes is good but devil is in the details on these. Where do we inform where we see concerns. Overall it's largely good. There is a chance for us to respond but what does that look like. How do we best be utilized in this scenario. **Andre**: Marin raised a great opportunity as far as small business implications. Great way to frame guidance for the Governor's decisions and how some of these impacts relate to small businesses. **Khang**: In addition to focusing on impacts and highlight what are opportunities or resources we can leverage accessibility for small business community. Report is lacking that vision and want to lock those opportunities in for that community. **Justice**: How do we tie these to actionable processes. How is the conversation about turning this into actions managed, its where our influence can highlight where things are actually delivered. There is an opportunity to be specific and targeted. **Javier**: Yasmin and I can create a doc to start thinking about narrative and framework. Governor wants recommendations from this committee to help set table for how implementation happens. Implementation practices for follow up and guidance, this EOC and RJC find beneficial for when this starts being implemented for next steps. Next meeting is August 18th. We do need a point person or people to take lead. **Andre**: In order to make decision quicker, we may need to call an emergency meeting to take roll and vote on final product. We would need to do that if we want to make decision before next August 18th meeting. we don't have answers through on when Governor is making her decision. Javier: There is also a co-chair opportunity. Encourage folks who have been on this committee a bit longer to think about it. **Andre**: So much time and energy went into those bodies of work. That's what these committees are about.	
Priorities Conversation- All	*Truncated from meeting agenda due to time.* *Meeting concludes at 3:57pm.*	

Meeting Materials	PDF RJC-EOC Workforce Group Recommenda PDF Future_Ready_Orego n_Implementation_R PDF RJC EOC Recommended EO26

Zoom Chat

14:35:19 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
EOC July 21 Agenda (90 Minutes)
• Discuss Updated Draft of EO 22-15- James (25 Minutes)
• WFWG Update Draft-Marin (25 Minutes)
• Review Prosperity Council Recommendations-All (25 Minutes)
• Priorities Conversation-All (Time Remaining)

14:38:26 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
EOC July 21 Agenda (90 Minutes)
• Discuss Updated Draft of EO 22-15- James (25 Minutes)
• WFWG Update Draft-Marin (25 Minutes)
• Review Prosperity Council Recommendations-All (25 Minutes)
• Priorities Conversation-All (Time Remaining)

15:21:11 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
brb

15:30:49 From Andre Bealer (he/him) Gov. Office to Hosts and panelists:
EO 22-15 is ongoing, and remains in effect until terminated by the Governor.

15:37:19 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
: https://www.oregon.gov/gov/policies/Pages/Prosperity-Council.aspx

15:52:41 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:
August 18 Next EOC Meeting

Future Ready Oregon

Implementation Recommendations for Future Ready Oregon

Governor's Racial Justice Council – Economic Opportunity Committee Workforce Work Group

Prepared by Co-Chairs: Marin Arreola & Jan Mason

Why Change is Needed

- Labor shortages
- Economic inequities
- Disconnected funding and data
- Need coordinated statewide leadership.

Why Future Ready Oregon Matters

Addresses Oregon's workforce shortages by preparing workers for high-demand industries such as healthcare, manufacturing, technology, and behavioral health.

Expands economic opportunity by increasing access to education, training, and family-wage careers.

Strengthens Oregon's economy by developing a skilled workforce that supports business growth and competitiveness.

Invests in underserved communities by reducing barriers for communities of color, rural residents, immigrants, people with disabilities, veterans, and other priority populations.

Supports employers by aligning workforce training with real labor market needs and industry demand.

Provides wraparound supports such as childcare, transportation, housing assistance, and career navigation to improve student and worker success.

Builds stronger partnerships among state agencies, employers, educational institutions, local workforce boards, and community-based organizations.

Why Future Ready Oregon Matters

Promotes equity by ensuring all Oregonians have access to education, training, and employment opportunities regardless of background or geography.

Creates a coordinated workforce system that reduces duplication, improves efficiency, and increases accountability across agencies.

Positions Oregon for the future by preparing workers for emerging industries, technological change, and long-term economic resilience.

Improves return on public investment by focusing on measurable outcomes such as credential attainment, employment, wage growth, and labor-force participation.

Creates long-term prosperity by helping Oregon build a larger, more diverse, and highly skilled workforce that supports sustainable economic growth.

Key Message

Future Ready Oregon is more than a workforce program—it is a long-term economic development strategy that prepares Oregon's current and future workforce while creating a more competitive, equitable, and prosperous state for all Oregonians.

Governor’s RJC EOC Subcommittee Asks

- Cross-agency alignment
- Continue Future Ready Oregon
- Equitable grantmaking
- Public dashboard
- Remove structural barriers.

What Workforce Development Success Looks Like

- Reduced vacancies
- Increased credential attainment
- Better employment and wages
- Faster navigation
- Stronger employer satisfaction.

EOC Workforce Group Focus Areas

* Alignment
  * Sector strategies
  * Equity
  * Employer engagement
  * Data modernization
  * Regional capacity.

System Alignment

- Shared governance
- Common metrics
- Reduced duplication
- Faster service delivery.

Community-Based Partnerships

- Invest in trusted CBOs
- Multilingual outreach
- Multi-year contracts
- Equitable procurement.

Wraparound Supports

- Childcare
- Transportation
- Housing
- Technology
- Mental health
- Benefits navigation.

Employer Engagement

- INDUSTRY PARTNERSHIPS
- APPRENTICESHIS
- INCENTIVES
- ACCOUNTABILITY
- CO-DESIGN.

Data & Accountability

- Integrated data
- Public dashboard
- ROI metrics
- Equity reporting.

10 Key Recommendations (1-5)

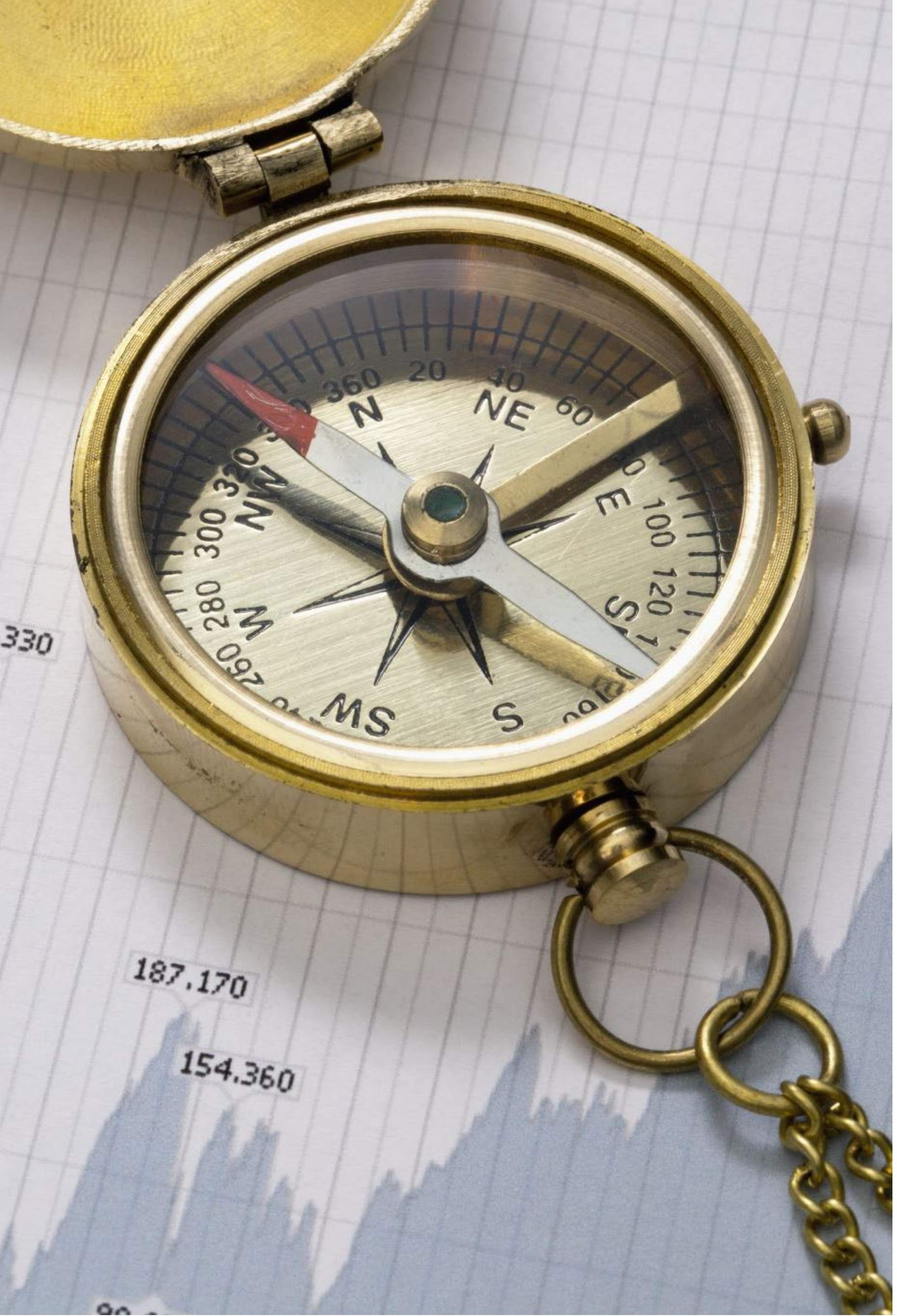
1. Unified workforce system

2. Evergreen investment

3. Wraparound supports

4. Sector strategies

5. Employer incentives.



10 Key Recommendations (6-10)

6. Institutionalize CBOs

7. Modernize data

8. Career navigation

9. Priority populations

10. Resilient ecosystem.

Short-Term Goals (0–24 Months)

- Strengthen cross-agency coordination for Future Ready Oregon implementation.
- Establish common workforce metrics and reporting standards.
- Expand sector partnerships and pilot pathways aligned with high-demand occupations.
- Increase wraparound supports and culturally responsive services to reduce barriers to completion.
- Improve employer engagement through streamlined participation and targeted incentives.
- Clarify authority, alignment, and accountability through legislative direction.

Long-Term Goals (3–10 Years)

Institutionalize	Institutionalize a coordinated statewide workforce governance model with clear authority and stable funding.
Align	Fully align workforce development with economic development strategies statewide and regionally.
Build	Build career pathways with stackable, portable credentials and multiple entry/exit points.
Reduce	Reduce racial, geographic, and income-based disparities in outcomes through sustained investment and accountability.
Create	Create a resilient system responsive to automation, technological change, and economic cycles.
Ensure	Ensure sustainability through integrated data, evaluation, and continuous improvement.

Policy actions the Governor should advance

ESTABLISH A STATUTORY WORKFORCE SYSTEM ALIGNMENT FRAMEWORK REQUIRING JOINT PLANNING, FUNDING ALIGNMENT, AND REPORTING ACROSS HECC, OED, BUSINESS OREGON, OHA, DHS, ODE, WTDB, AND PARTNERS.

MAKE FUTURE READY OREGON AN EVERGREEN, OUTCOMES-DRIVEN INVESTMENT WITH MULTI-BIENNIUM FUNDING AUTHORITY FOCUSED ON PRIORITY SECTORS AND POPULATIONS.

DEFINE WRAPAROUND SUPPORTS AS ESSENTIAL WORKFORCE INFRASTRUCTURE AND ALLOWABLE COSTS ACROSS WORKFORCE GRANTS.

MODERNIZE APPRENTICESHIP AND WORK-BASED LEARNING STATUTES TO EXPAND PAID PATHWAYS AND ADDRESS RURAL CONSTRAINTS.

MANDATE EQUITY-CENTERED REPORTING AND TIE FUNDING DECISIONS TO PROGRESS REDUCING EQUITY GAPS.

Funding focus: sustain and scale impact

Align proven Future Ready Oregon initiatives into agency base budgets to reduce churn and protect gains.

Braid federal workforce, healthcare, education, and economic development funds across agencies to maximize impact.

Use incentives and matching structures to encourage employer and philanthropic co-investment.

Provide stable, multi-year funding for high-performing CBO and sector partnership models.

Create flexible pools for innovation, rapid response, and scaling what works; sunset what does not.

Tie investments to outcomes, including employment, wage progression, credential attainment, and equity indicators.

Conclusion

Oregon stands at a critical moment. Fragmented workforce and economic development systems are no longer sufficient to meet the state's growing workforce and economic challenges.

A coordinated statewide workforce strategy is essential to address persistent labor shortages, demographic changes, and economic inequities.

Aligning workforce development with economic development will maximize Oregon's talent, strengthen employer competitiveness, and improve economic resilience.

Future Ready Oregon provides the foundation for a long-term, coordinated workforce transformation strategy—not a temporary initiative.

Removing structural barriers to participation will expand opportunities for historically underserved communities and increase labor force participation.

A unified, equity-centered workforce system will help ensure all Oregonians have access to education, training, and family-wage careers.

Investing in proven workforce pathways will support high-demand industries, strengthen regional economies, and improve employer access to skilled talent.

Conclusion

Coordinated investments will increase Oregon's tax base by expanding employment, increasing wages, and generating additional public revenue.

Greater public revenue will strengthen Oregon's ability to invest in education, healthcare, infrastructure, housing, and community well-being.

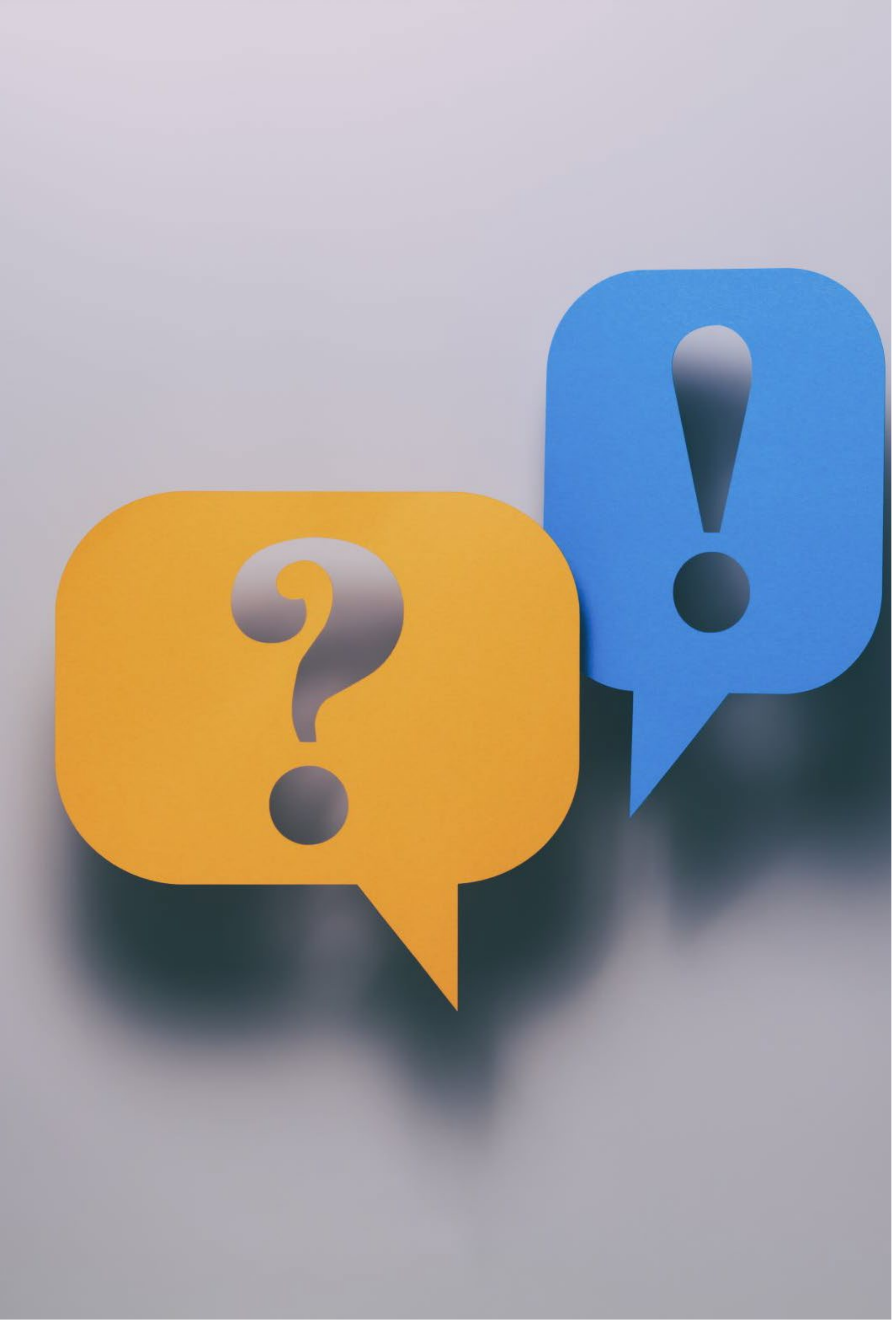
Community-based organizations are essential partners in providing culturally responsive outreach, navigation, and wraparound services that improve workforce outcomes.

Cross-agency coordination, shared accountability, and sustained investment are necessary to maximize the return on Oregon's workforce investments.

The recommendations align closely with the Governor's Prosperity Roadmap and support Oregon's long-term economic growth and competitiveness.

Oregon has the opportunity to become a national leader by integrating workforce development, economic development, education, healthcare, and equity into a unified statewide strategy.

Bold leadership and sustained collaboration will ensure Oregon builds a resilient workforce, expands opportunity, and creates shared prosperity for future generations.



Discussion & Next Steps

QUESTIONS
IMPLEMENTATION PRIORITIES
NEXT STEPS

Implementation Recommendations for Future Ready Oregon and Modeling Workforce Development

Prepared by

Governor's Racial Justice Council

Economic Opportunity Committee

Workforce Work Group

Marin Arreola, Co-Chair and Jan Mason, Co-Chair

Revised May 12, 2026

This page is left intentionally blank.

Table of Contents

Acknowledgement of RJC Economic Opportunity Committee Members

Jan Mason, Co-Chair
James Alan Parker, Co-Chair
Latiffe Amado
Marin Arreola
James Cador
Nicole Davison-Leon
Evann Goss-Lemelle
Marcus Mundy
Ciara Pressler
Justice Rajee
Anthony Veliz

Workforce Work Group Contributors

Marin Arreola, Co-Chair
Jan Mason, Co-Chair
Duncan Wyse
Kim Parker-Llerenas
Justin Hopkins
Rob Winningham
Sage Learn
Tom Weller
Wendi Lawson

Executive Summary

Oregon's workforce and education ecosystem includes strong partners across state agencies, community-based organizations (CBOs), employers, and education institutions. However, service delivery remains fragmented across programs, funding streams, and data systems. Future Ready Oregon (SB 1545, 2022) represents a major statewide investment intended to expand access to education, training, and career mobility—especially for historically underserved communities—while addressing shortages in high-need sectors such as healthcare, manufacturing, and technology.

This report synthesizes Work Group insights and early lessons from Future Ready Oregon into a unified, equity-centered statewide workforce model that can be sustained and scaled.

Governor-Level "Our Asks" (Summary):

- Direct a cross-agency alignment plan within 90 days with shared outcomes, common metrics, and a coordinated funding strategy.
- Include a continuation package in the next biennial budget to sustain proven Future Ready Oregon components—including CBO partnerships, wraparound supports, sector partnerships, and data/navigation modernization—**with targeted tuition support for highest-need areas**.
- Standardize equitable grantmaking practices (language access, multilingual technical assistance, transparent scoring rubrics, risk-based monitoring).
- Authorize a single public-facing workforce outcomes dashboard with shared data governance and disaggregated reporting.
- Charge agencies to propose statutory and administrative changes needed to remove barriers for priority populations and streamline service delivery.

What Success Looks Like:

- Reduced unfilled vacancies in high-need healthcare and other critical occupations.
- Increased completion and credential attainment for priority populations.
- Improved employment and wage outcomes by demographic group and region.
- Reduced time-to-enrollment and improved navigation across programs.
- Employers reporting better access to skilled talent and higher new-hire retention.

1. Introduction and Background

The Workforce Work Group was convened to examine how Oregon's workforce development system could be better aligned, coordinated, and strengthened to increase participation of vulnerable and historically underserved communities. Persistent labor shortages, demographic shifts, and growing economic inequities necessitate systemic alignment—not isolated efforts.

The Work Group focused on expanding labor force participation to grow Oregon's economy while reducing inequities across race, geography, income, and other barriers to opportunity. The group reviewed implementation and early outcomes of Future Ready Oregon and developed actionable recommendations to reduce duplication and better connect education and training to high-demand careers.

Today, Oregon faces a convergence of persistent labor shortages, demographic change, and widening economic inequities that cannot be addressed through fragmented or siloed workforce efforts. Future Ready Oregon—a $200 million investment in the 2023-2025 biennium—has begun addressing these challenges, but sustained, structural change will require coordinated statewide action, shared accountability, and multi-biennium investments.

To fully realize the return on the state's investment in Future Ready Oregon, Oregon must move toward a more coordinated, statewide workforce development model that aligns agencies around a shared vision and common outcomes. This requires deliberate integration of the work of the Higher Education Coordinating Commission, Oregon Employment Department, Business Oregon, Department of Human Services, Oregon Health Authority, Oregon Department of Education, the State Workforce and Talent Development Board, and key regional and community partners.

The recommendations that follow are grounded in evidence from Future Ready Oregon annual reports, direct engagement through the Racial Justice Council Economic Opportunity Committee, and the work of the RJC Workforce Work Group. Together, they present a clear opportunity for executive leadership to build on what is working, correct what is not, and take decisive action to scale a coordinated workforce system that expands labor force participation, strengthens Oregon's economy, and delivers measurable, equitable outcomes for communities statewide.

1.1 Future Ready Oregon: Context and Opportunity

Future Ready Oregon (FRO), authorized through SB 1545 in 2022, represents a $200 million workforce investment to strengthen Oregon's workforce by expanding education, training access and supporting equitable pathways into high-demand sectors especially Healthcare, Manufacturing, and Technology. As Oregon faces persistent labor shortages and widening economic inequities, sustaining and scaling what works in FRO requires moving from fragmented efforts to a coordinated statewide model with shared goals, aligned funding, integrated data, and embedded wraparound supports. To sustain the model, Oregon must shift from fragmented programmatic efforts toward a coordinated statewide system.

Definition: Priority Populations (equity-centered design)

Priority populations include communities of color; rural and frontier residents; immigrants and refugees; individuals with disabilities; justice-involved individuals; and low-income workers. The statewide workforce model should intentionally remove barriers to participation and embed equity into eligibility, funding, program design, and performance accountability.

Definition: Direct Tuition Support

Direct tuition support is emerging as a high-impact practice and should be integrated to improve enrollment and completion—particularly in high-need fields.

Opportunities may exist to more effectively link K–12 funding with workforce development investments, helping to reinforce long-term talent pipelines.

2. Focus Areas for Executive Leadership

These focus areas establish the scope in which executive leadership is essential to transition Oregon from numerous effective yet disconnected workforce initiatives to an integrated system that provides quantifiable economic benefits and equitable outcomes across the state.

- Deepen community-based partnerships and formally recognize CBOs and Local Workforce Development Boards as core delivery partners.
- Expand and sustain wraparound supports as essential workforce infrastructure.
- Establish statewide alignment and shared accountability.
- Align sector strategies with economic development priorities and clearly defined employer demand (i.e., ensuring investments connect to actual job opportunities).
- Embed equity-centered program access and design.
- Strengthen employer engagement through incentives, co-design, and accountability.
- Modernize data, shared metrics, and public dashboards.
- Build regional and rural workforce capacity aligned with local labor markets.

2.1 Focus Areas – Detailed Table

Focus Area	Current Challenge	Recommended Approach	Lead Agencies	Key Outcomes
System Alignment	Fragmented programs and funding	Coordinated governance and shared goals	HECC, OED, Business Oregon, OHA, ODHS	Reduced duplication; faster service delivery
Sector Strategies	Limited alignment with employer demand	Industry-led sector partnerships	Business Oregon, HECC	Job placement; wage growth
Equity & Access	Barriers for underserved populations	Tuition Assistance, Wraparound supports + CBO partnerships	OHA, ODHS, HECC	Increased completion and retention
Employer Engagement	Inconsistent employer participation	Employer advisory + incentives	Business Oregon, OED	Stronger talent pipelines
Data & Accountability	Disconnected data systems	Shared metrics + dashboards	DAS, HECC, OED	Clear ROI and outcomes

3. Governor Recommendations ("Our Asks")

A. Direct a cross-agency Future Ready Oregon alignment plan (within 90 days) with shared goals, common metrics, and a coordinated funding strategy.

B. Include a targeted continuation package in the next biennial budget to sustain proven Future Ready components: community partnerships, wraparound supports, sector partnerships, and data/navigation modernization that explicitly includes tuition support for high-need career pathways.

C. Standardize equitable grantmaking and grant administration practices across workforce programs (language access, technical assistance, transparent rubrics, risk-based monitoring).

D. Authorize a single, public-facing workforce outcomes dashboard and a shared data governance.

E. Charge agencies to propose statutory/administrative changes needed to remove structural barriers for priority populations and streamline service delivery across programs.

4. Recommended Priorities for a Unified Workforce Model

The Work Group recommends organizing statewide action around six priorities. The detailed recommendations that follow (Section 5) expand on how to implement each priority across policy, funding, governance, and delivery.

Priority 1: Align Agencies Around a Unified Workforce Model

- Establish shared statewide workforce priorities and performance measures.
- Use sector/industry consortia and regional workforce structures to coordinate employer demand and program design.
- Reduce duplication by aligning grant cycles, eligibility rules, and participant support across agencies.
- **Longer grant periods** to allow practices to become embedded.

Maps to Recommendations 1, 2, 7

Priority 2: Deepen Community-Based Partnerships and Equitable Grantmaking

- Invest in trusted CBOs as outreach, enrollment, and navigation hubs.
- Require multilingual communications, technical assistance, and clear scoring criteria.
- Implement supportive, risk-based monitoring that advances continuous improvement.

Maps to Recommendations 3, 6

Priority 3: Treat Wraparound Supports as Essential Infrastructure

- Embed childcare, transportation, housing stability, technology access, and mental health supports in pathway design.
- Provide multi-year funding to reduce churn and administrative burden.
- Create a statewide resource navigation directory/portal connected to training and employment pathways.

Maps to Recommendations 3, 8, 9

Priority 4: Strengthen Employer Engagement and Sector-Based Pathways

- Expand employer-led partnerships in healthcare, manufacturing, technology, behavioral health, and clean energy.
- Deploy incentives tied to inclusive hiring, retention, and wage progression.
- Integrate employer-driven curriculum and credit-bearing work-based learning with higher education partners.

Maps to Recommendations 4, 5

Priority 5: Modernize Data, Evaluation, and Career Navigation

- Build a public-facing dashboard tracking outcomes by race, region, sector, and program.
- Adopt common equity-centered metrics for completion, employment, and wage progression.

- Create a unified career navigation hub aligned with PK–12, higher education, WorkSource, and CBOs.

Maps to Recommendations 7, 8

Priority 6: Build a Resilient, Equitable Workforce Ecosystem

- Sustain successful pilots through an evergreen innovation/scale fund and long-term higher education partnerships.
- Require racial equity, cultural competency, and trauma-informed practices for grantees and partners.
- Support shared leadership models connecting employers, education, and community organizations.

Maps to Recommendations 2, 10

---

5. Detailed Recommendations (Comprehensive Set)

Recommendation 1: Establish a Unified, Statutory Statewide Workforce System

Action: Create a permanent, statutorily defined workforce system that aligns strategy, funding, and accountability across HECC, OED, Business Oregon, OHA, DHS, ODE, and the State Workforce and Talent Development Board (WTDB).

Why it matters: Without clear governance and shared authority, coordination remains voluntary, inconsistent, and vulnerable to leadership changes.

Outcome: Reduced duplication and administrative burden; faster access to training and services; clear statewide goals tied to economic growth and labor force participation.

"In early 2024, a participant connected with our team through a partner who could no longer provide support. Our community partner did a warm hand off and connected the participant to our services. . . [Now], they have successfully secured a job in their field, earning $65 an hour—a remarkable transition from underemployment to a six-figure salary!"—Centro Cultural Del Condada de Washington

"By working closely with this first participant, [Clackamas Community College] staff, and AntFarm program managers, we have begun creating a clear, supportive pathway from secondary education into healthcare career training." —AntFarm

---

Recommendation 2: Make Future Ready Oregon an Evergreen, Outcomes-Driven Investment

Action: Transition Future Ready Oregon from a one-time initiative into an ongoing, multi-biennium workforce investment embedded in agency base budgets and aligned with economic development priorities.

Why it matters: Short-term funding limits long-term planning, staff stability, and employer confidence; proven models should not have to re-justify their existence each biennium.

Outcome: Program stability and scalability; stronger employer engagement and co-investment; higher return on public investment through sustained outcomes.

> *"It's been a complete career change, [and] more than that, it helped me regain a sense of purpose and autonomy. My hope is that programs like this continue to receive strong and sustained funding, because there are so many people out there who have the heart for this work but just need a little help removing the barriers to access it." —Ryan, a Participant of Cascadia Health Inc.*

Recommendation 3: Treat Wraparound Supports and Community-Based Partnerships as Core Workforce Infrastructure

Action: Statutorily define wraparound supports (childcare, transportation, housing stability, technology access, mental health services, benefits navigation) as essential workforce infrastructure and require formal partnerships with CBOs and Local Workforce Development Boards as core delivery partners.

Why it matters: Participation and completion gaps are driven by structural barriers; CBOs are trusted partners but are often treated as vendors rather than system partners.

Outcome: Increased enrollment, completion, and retention for priority populations; culturally responsive delivery; stronger trust and transparency between the state and communities.

"One new Apprentice described how they had to complete high school as a homeless teen. They were able to not only complete high school but finish early with academic honors. While this candidate had some scholarships and grant money available to pay tuition, they were struggling with housing, transportation and food insecurities. According to the apprentice, being accepted into the program made it possible for them to afford rent. They have also been able to find stability with transportation and other basic needs." – Mercy Flights

"One of the most significant success stories of our project is the ability to reach out to provide opportunities for students in rural and underserved geographic areas the opportunity to engage in certification, post-secondary training and education, and skills demonstrations with the assistance of wrap around services and supports such as: lodging assistance, travel costs, per diem opportunities for students to travel from up to 250 miles one way to engage in and demonstrate technical skills so they are able to complete their certifications, degrees, or skill up in healthcare opportunities." —Treasure Valley Community College

Recommendation 4: Align Workforce Investments with Employer Demand Through Sector-Based Strategies and Accountability

Action: Scale employer-led sector partnerships; modernize apprenticeship and work-based learning; tie funding to measurable employment, wage, and retention outcomes disaggregated by race, geography, and income.

Why it matters: Workforce systems succeed when training leads directly to jobs with upward mobility; employer engagement must be meaningful and accountable.

Outcome: Stronger talent pipelines for high-demand industries; improved wage progression and productivity; clear evidence that investments drive equitable economic growth.

> *"Strong partnerships in School Districts and Employer partners allowed the grantee to bolster the registered youth apprenticeship program. A Youth Apprenticeship Administrative Assistant supports the program by providing transportation for students so that they can meet the internship hours coming to and from their high school. This individual also provides mentorship, logistical coordination, ongoing communication with students and employer partners and serves as the project manager. . . Without this key component, many students would not have been able to say "Yes" to this opportunity."*
> *—City of Hillsboro*

Recommendation 5: Strengthen Employer Engagement Through Incentives, Accountability, and Co-Design

Action: Establish a statewide employer engagement strategy including standardized incentives (wage subsidies, training cost sharing, tax credits), formal employer advisory roles, and clear expectations tied to hiring, retention, and wage progression.

Why it matters: Employer participation is inconsistent and often burdens providers and CBOs; without incentives and accountability, training risks becoming supply-driven rather than demand-driven.

Outcome: Increased employer participation; training aligned with real job openings and advancement; stronger pipelines supporting business expansion and competitiveness.

"One of our most inspiring success stories this quarter is Izela, a first-generation college student at Linfield University and a Level Up scholarship recipient whose award has made it possible for her to continue her studies without financial interruption. As a consistent and curious participant in our workshops, Izela stood out for her thoughtful questions, regular attendance, and leadership, culminating in a powerful speech she delivered during our final celebration. Beyond the workshops, she is currently interning with Revino, a company working to reduce waste in the wine industry by recycling and repurposing wine bottles in collaboration with multiple wineries, giving her hands-on experience in sustainability and industry innovation." —Unidos

Recommendation 6: Deepen and Institutionalize Community-Based Partnerships

Action: Require agencies to integrate CBOs and Local Workforce Development Boards through multi-year contracts, shared planning, and equitable procurement; resource CBOs for navigation, case management, and ongoing participant support.

Why it matters: CBOs are trusted messengers and effective providers but are often underfunded, excluded from decision-making, and burdened by administrative complexity.

Outcome: Increased participation and completion among historically underserved communities; more efficient culturally responsive service delivery; stronger trust and accountability.

"We are continuing to leverage a partnership with [Oregon Community Health Information Network (OCHIN)] to place Community Health Worker interns. During this quarter we had two interns finish training and complete 400 hours at our agency. They aid clients during outreach and drop-in services. During February and March, two of our staff completed Community Health Worker training. These two staff, Kharina Miramontes and April Broadnax are co located with our local NAACP branch and work collaboratively with NAACP staff and the NAACP health committee members to conduct outreach and provide navigation to community members experiencing barriers to accessing health services." —HIV Alliance

---

Recommendation 7: Modernize Data Systems, Evaluation, and Performance Management

Action: Invest in integrated cross-agency data systems tracking participation, completion, employment, wage progression, and return on investment; establish shared evaluation and public dashboards to support transparency and continuous improvement.

Why it matters: Disconnected data systems limit the state's ability to understand what works, scale effective models, and hold programs accountable—especially for equity outcomes.

Outcome: Clear actionable insights for executive and legislative decision-making; improved program effectiveness; public accountability for outcomes and equity impacts.

> *"A major challenge this quarter was developing a secure, compliant data collection process for the Workforce Ready Participant Data Report. Gathering sensitive personal and demographic data — including Social Security numbers — required collaboration with our HR team, new consent forms, and participant education about privacy protections. While some participants were hesitant, the vast majority ultimately provided consent."*
> *—La Clinica del Valle Family Health Care Center, Inc.*

Recommendation 8: Expand Career Navigation and Systems Literacy as Core Workforce Functions

Action: Elevate career navigation, benefits navigation, and systems literacy as core functions; invest in trained navigators—particularly community-based and culturally responsive navigators—to support individuals from entry through completion and into employment.

Why it matters: Many participants disengage due to system complexity, unclear pathways, and unmet support needs; navigation is essential infrastructure.

Outcome: Improved enrollment, persistence, and completion; clearer pathways; greater participant confidence and long-term mobility.

One memorable success this quarter came from a student who participated in a site visit to Oregon State University's College of Forestry. During the visit, the student had the opportunity to explore the forestry lab and try out the farm equipment simulator—a hands-on experience that brought forestry and natural resources to life in a way a classroom never could. The student shared how exciting and engaging it was to operate the simulator and learn how forestry equipment is used in the field. It sparked a strong interest in the environmental and agricultural sciences—two career areas the student had not seriously considered before. They commented, "I didn't even know this kind of job existed, but now I want to learn more about how to work with equipment like that and maybe go to school for something like forestry." – Oregon TRIO Association

"Diana received the coaching and financial support she needed to navigate the path toward her CNA certificate. We worked together to help her select the right CNA training program that would fit her goals and circumstances. After careful consideration, Diana enrolled at Caregiver Training Institute and received assistance with the registration process and tuition support from IRCO, which allowed her to focus on her education without the added financial stress. Diana began her CNA training on March 3rd, 2025, and successfully completed the program by the end of the month. She says the training was a transformational experience. The instructors pushed her to grow, and the hands-on learning gave her the confidence she needed to thrive in patient care. Now Diana is preparing for the Oregon state CNA exam and is ready to take the final step toward becoming a certified healthcare professional. The skills, knowledge, and confidence she gained through the Future Ready Program have equipped her for the next phase of her career." —Immigrant and Refugee Community Organization.

Recommendation 9: Improve Access and Outcomes for Priority Populations

Action: Direct programs to intentionally design for access by priority populations (communities of color; rural/frontier; immigrants/refugees; disability; justice-involved; low-income); embed equity requirements into eligibility, funding formulas, and performance measures.

Why it matters: Without intentional design, systems serve those closest to opportunity and reinforce inequities.

Outcome: Reduced disparities in access, completion, employment, and wages; expanded labor force participation; stronger alignment between equity and economic growth.

"The people served by these training programs have multiple intersecting identities and life experiences that have presented barriers to education and employment. These barriers include not only mental health challenges and substance use issues, but houselessness and incarceration, along with discrimination and socioeconomic disadvantages based on race, ethnicity, immigration, disability, gender, and sexual orientation. In addition to the free tuition to this training program, training participants needed food, transportation, childcare, and technology support. It is critical to have additional food and bus tickets on hand to accommodate these needs beyond what is requested ahead of time. Finding the most accessible pathways for assistance continues to be a priority, and adjustments to how participants are offered or can request financial assistance is ongoing." —Cascadia Health, Inc.

Recommendation 10: Build a Resilient, Equitable Education and Workforce Ecosystem

Action: Invest in stackable credentials, lifelong learning, rapid upskilling/reskilling, flexible funding mechanisms, and tighter connections between education and regional labor markets.

Why it matters: Oregon's competitiveness requires a system that can adapt to disruption while continuing to advance equity and opportunity.

Outcome: Increased resilience during downturns; workforce prepared for emerging industries; sustainable inclusive growth across regions.

"This quarter presented significant challenges due to external economic conditions. A local hiring freeze across multiple manufacturing employers, caused in part by the current tariff policies, severely limited opportunities for participant placement. Several small and mid-sized manufacturers in Central Oregon reported narrower profit margins, an inability to commit to hiring new staff or participating in On-the-Job Training (OJT) partnerships and even closure. Despite these barriers, we continued to field multiple requests from community organizations and partners for Mobile Employment Resource Van (MERV) expansion into additional rural areas. The demand for accessible, mobile employment services remains high as transportation and technology continue to be key barriers for priority populations. To address these challenges, we strengthened outreach to non-manufacturing sectors, such as healthcare and hospitality, and continued supporting participants in earning credentials to improve their long-term employability. We also had an announcement of the closure of a large manufacturing facility in Prineville resulting in the layoff of 200 workers. In response, we've created a career fair on August 1st with 13 confirmed businesses participating. This is supported in part by EDCO (Economic Development of Central Oregon) to get these critical manufacturing workers back to work." —Central Oregon Intergovernmental Council

6. Goals and Timelines

6.1 Short-Term Goals (0–24 Months)

- Strengthen cross-agency coordination for Future Ready Oregon implementation.
- Establish common workforce metrics and reporting standards.
- Expand sector partnerships and pilot pathways aligned with high-demand occupations.
- Increase wraparound supports and culturally responsive services to reduce barriers to completion.
- Improve employer engagement through streamlined participation and targeted incentives.
- Clarify authority, alignment, and accountability through legislative direction.

6.2 Long-Term Goals (3–10 Years)

- Institutionalize a coordinated statewide workforce governance model with clear authority and stable funding.
- Fully align workforce development with economic development strategies statewide and regionally.
- Build career pathways with stackable, portable credentials and multiple entry/exit points.
- Reduce racial, geographic, and income-based disparities in outcomes through sustained investment and accountability.
- Create a resilient system responsive to automation, technological change, and economic cycles.
- Ensure sustainability through integrated data, evaluation, and continuous improvement.

7. Implementation Roadmap

Timeframe	Key Deliverables
0–90 days	Establish Governor-directed cross-agency alignment team; produce shared outcomes, baseline measures, and a funding map.
3–9 months	Issue aligned guidance for equitable grantmaking; launch interim public dashboard (minimum viable) and common metrics.
9–18 months	Stand up navigation hub; expand sector partnerships; codify data governance and sustainment funding mechanisms.

8. Data, Metrics, and Accountability

A unified statewide workforce model requires shared definitions, common metrics, and public accountability. The Work Group recommends a single public-facing outcomes dashboard with disaggregation by race/ethnicity, geography, gender, sector, and program.

Recommended minimum metric set:

- Participation and enrollment (including time-to-enrollment)
- Program persistence and completion
- Credential attainment (including stackable credentials)
- Employment placement (industry/occupation) and time-to-placement
- Wage outcomes (starting wage, wage progression at 6/12/24 months)
- Retention (6/12 months) and advancement indicators

9. Legislative, Budget, and Policy Recommendations

9.1 Policy actions the Governor should advance

- Establish a statutory workforce system alignment framework requiring joint planning, funding alignment, and reporting across HECC, OED, Business Oregon, OHA, DHS, ODE, WTDB, and partners.
- Make Future Ready Oregon an evergreen, outcomes-driven investment with multi-biennium funding authority focused on priority sectors and populations.
- Define wraparound supports as essential workforce infrastructure and allowable costs across workforce grants.
- Modernize apprenticeship and work-based learning statutes to expand paid pathways and address rural constraints.
- Mandate equity-centered reporting and tie funding decisions to progress reducing equity gaps.

9.2 Funding focus: sustain and scale impact

- Align proven Future Ready Oregon initiatives into agency base budgets to reduce churn and protect gains.
- Braid federal workforce, healthcare, education, and economic development funds across agencies to maximize impact.
- Use incentives and matching structures to encourage employer and philanthropic co-investment.
- Provide stable, multi-year funding for high-performing CBO and sector partnership models.

- Create flexible pools for innovation, rapid response, and scaling what works; sunset what does not.
- Tie investments to outcomes, including employment, wage progression, credential attainment, and equity indicators.

9.3 Policy Option Packages (POP 1–6)

POP 1: Sustain Future Ready "Core Capacity" (CBO partnerships + equitable grantmaking)

- Purpose: Maintain statewide community reach and equitable access by funding outreach/navigation capacity through CBO partnerships and standardizing equitable grantmaking supports.
- Deliverables: statewide directory of outreach partners; multilingual technical assistance; transparent rubrics; risk-based monitoring; annual outcome reporting by priority populations.

POP 2: Wraparound Supports Stabilization (multi-year participant supports)

- Purpose: Treat wraparound supports as essential infrastructure to increase completion and employment outcomes.
- Deliverables: standard supports menu; multi-year funding agreements; resource navigation portal linked to training providers and WorkSource partners.

POP 3: Sector Partnerships + Employer Incentives (work-based learning and hiring/retention)

- Purpose: Expand employer-led sector partnerships and scale work-based learning, apprenticeships, and inclusive hiring incentives in high-need sectors.
- Deliverables: sector partnership grants; work-based learning stipends; employer technical assistance for inclusive hiring; annual reporting on placements and wage progression.

POP 4: Data, Evaluation, and Navigation Modernization

- Purpose: Create a public-facing outcomes dashboard and a unified career navigation hub to improve transparency and participant experience.
- Deliverables: minimum viable dashboard within 6 months; common metrics; data sharing agreements; navigation hub integrated with schools, higher ed, WorkSource, and CBOs.

POP 5: Sustainment/Scale Fund for Proven Pilots

- Purpose: Provide an evergreen mechanism to scale what works and sunset what does not using clear success criteria and continuous improvement.
- Deliverables: success rubric and time horizon; evaluation partner; scale plan for top-performing models.

POP 6: Tuition Support for High-Need Occupations

- Purpose: Expand targeted tuition assistance to address severe shortages in priority fields.
- Deliverables: the development of a tuition assistance fund model, establishment of eligibility criteria, alignment with sector-specific strategies, and comprehensive outcome reporting.

9.4 Draft legislative budget framing language (examples)

Cross-agency alignment and common metrics

The Legislature directs HECC, in collaboration with WTDB and partner agencies (OED, Business Oregon, OHA, DHS, ODE, BOLI), to submit an interagency workforce alignment plan to the Interim Committees on [Labor/Education/Ways & Means] by [date]. The plan must: (1) define shared outcomes and equity-centered performance measures; (2) map all relevant workforce funding streams and eligibility rules; (3) propose an aligned grant calendar and shared reporting; and (4) identify statutory or administrative changes needed to reduce duplication.

Public outcomes dashboard and data governance

The Legislature directs HECC and OED to develop and publish a public-facing workforce outcomes dashboard that reports, at minimum, program participation, completion, employment, and wage outcomes by priority population and region. Agencies must establish common definitions and data-sharing agreements and report progress quarterly during implementation.

Wraparound supports integration

The Legislature directs administering agencies to treat wraparound supports (childcare, transportation, housing stability, technology access, and mental health supports) as integral to workforce pathway design. Agencies must standardize allowable supports, reduce administrative burden through multi-year agreements where appropriate, and report on support utilization and outcomes.

10. Conclusion

Oregon stands at a critical moment. Fragmented approaches are no longer sufficient to meet the scale of today's workforce and economic challenges. By aligning workforce development with economic development, investing in proven pathways, and removing structural barriers to participation, Oregon can strengthen employer competitiveness and ensure prosperity is broadly shared across communities statewide.

To meet the demands of a changing economy and persistent labor shortages, Oregon must move decisively toward a coordinated, equity-centered workforce system that expands opportunity for workers and businesses alike.

Done well, this approach will expand Oregon's tax base, increase public revenue, and strengthen the state's ability to reinvest in education, infrastructure, health, and community well-being. Most importantly, it will help ensure that economic growth is broadly shared—creating opportunity, stability, and prosperity for workers, families, businesses, and communities in every region of the state. The recommendations in this report align strongly with the Governor's Prosperity Roadmap to improve Oregon's economy.

This work is foundational to Oregon's long-term economic health and to building an economy that uplifts all Oregonians toward shared prosperity.

Future Ready Oregon was a significant and visionary investment. Without stronger alignment, accountability, and long-term implementation, however, Oregon risks losing momentum at a time when workforce shortages, economic uncertainty, housing instability, healthcare access challenges, and rising costs are affecting communities and employers across the state.

Oregon cannot afford to continue operating through disconnected systems that compete rather than coordinate. Employers need a reliable workforce pipeline. Communities need access to opportunity. Workers need pathways to family-wage careers. Community-based organizations need sustainable partnership structures, not temporary pilot funding.

These recommendations are not simply policy ideas—they represent an opportunity to strengthen Oregon's long-term economic competitiveness and improve outcomes for generations of Oregonians.

We respectfully urge your administration to act now on these recommendations and to establish immediate cross-agency implementation with clear executive ownership, measurable milestones, and a sustained funding strategy. Further delay will deepen workforce shortages, weaken economic competitiveness, and leave Oregon less prepared to meet the needs of workers, employers, and communities. Future Ready

Oregon should be formalized now—not as a temporary initiative, but as a durable statewide workforce strategy with the authority, accountability, and long-term investment required to deliver results.

Oregon has the opportunity to become a national model for how workforce, economic development, education, health, and equity strategies can work together to create a stronger, more resilient economy. Realizing that opportunity now requires bold leadership and action.

We appreciate your continued leadership and commitment to Oregon's future and look forward to continued collaboration on this critical work.

Appendix A: Strategic Priority Reference

Strategic Priority	Why it matters	Who leads	Legislative/Agency actions
Cross-agency alignment	Reduces duplication; aligns outcomes and funding.	HECC + WTDB; agency directors	Direct alignment plan; require common metrics and reporting.
Community partnerships + equitable grantmaking	Improves reach and outcomes for priority populations.	HECC/OED/ODE; CBO partners	Standardize multilingual outreach/TA; transparent rubrics; risk-based monitoring.
Wraparound supports	Supports drive completion and retention.	DHS/OHA/HECC; local boards	Authorize multi-year funding; integrate supports into program rules and contracts.
Employer-led sector pathways	Ensures training leads to jobs in high-need sectors.	Business Oregon + HECC + WTDB	Expand sector partnerships; incentivize inclusive hiring; scale apprenticeships/WBL.
Data + navigation modernization	Improves accountability and user experience.	HECC + OED; data partners	Fund dashboard and shared data governance; create statewide navigation hub.
Sustainability + ecosystem building	Moves pilots to scale; builds durable infrastructure.	Governor's Office + agencies	Create evergreen innovation/scale fund; define success and sustain proven programs.

Appendix B: Relevant Agencies and Statutory Hooks (Reference)

The following is relevant but requires comprehensive research to confirm relationships.

Priority	Lead agencies	Key partners	Primary statutory hooks	Implementation notes
Cross-agency alignment	Governor's Office; HECC; WTDB	OED, Business Oregon, OHA, DHS, ODE, BOLI, local workforce boards	SB 1545 (2022); ORS 660.324	Create shared outcomes, baseline, and coordinated funding map; use industry consortia/regions for alignment.
Community partnerships + equitable grantmaking	HECC (Workforce Investments) + administering agencies	Local workforce boards, CBOs, community colleges	SB 1545 (2022); ORS 660.300	Standardize accessible communications, TA, rubrics; risk-based monitoring and continuous improvement.
Wraparound supports	HECC + DHS + OHA	Local workforce boards; CBOs; education providers	SB 1545 (2022) – Prosperity 10,000; SNAP E&T coordination	Multi-year supports; integrate resource navigation portal with pathways.
Employer-led sector pathways	Business Oregon + HECC + WTDB	Employers; industry consortia; higher ed; BOLI	SB 1545 (2022) consortia; ORS Chapter 660	Scale work-based learning; incentives for inclusive hiring/retention; align curricula with demand.
Data + navigation modernization	HECC + OED	ODE, DHS, OHA, WTDB, local boards; research partners	ORS 350.075; ORS 657.601	Shared definitions and data governance; publish dashboard; improve navigation across systems.

Sustainability + ecosystem building	Governor's Office + HECC	WTDB; agencies; higher ed; CBOs; employers	ORS 350.075; SB 1545 (2022)	Define success and time horizon; establish evergreen scale/innovation fund; embed equity and trauma-informed requirements.

Advancing Economic Justice and Effective Governance Toward a More Equitable Oregon Economy

The Office of the Governor
State of Oregon

EXECUTIVE ORDER 26-XX

WHEREAS, Executive Order 22-15, signed on July 27, 2022, established a coordinated, cross-agency action plan to ensure effective and inclusive public service delivery for all Oregonians, with attention to communities that have experienced barriers to access or opportunity due to historical and systemic factors, as documented in statewide equity assessments and service utilization reports; and

WHEREAS, Oregon continues to face complex challenges—including housing affordability, climate adaptation, economic transitions, and workforce shortages—that require the design of inclusive policies, culturally responsive service delivery, and collaborative community partnerships; and

WHEREAS, economic justice means that all Oregonians—especially those historically excluded by race, ethnicity, disability, geography, immigration status, or income—have fair access to living-wage work, entrepreneurship, wealth-building opportunities, safe and affordable housing, and the benefits of public investment; and

WHEREAS, persistent disparities in wages, wealth, household stability, health, and business access are the result of historic and ongoing policy choices and market barriers, and require intentional corrective action; and

WHEREAS, public investment must align with the principles of fairness, resilience, and shared prosperity, ensuring that state resources address systemic disparities and promote the well-being of all residents; and

WHEREAS, the voices, lived experience, and leadership of individuals and communities across Oregon—including those from diverse racial, ethnic, geographic, cultural, and ability backgrounds—are essential for creating an Oregon that works for all Oregonians, particularly individuals and communities who have experienced discrimination or exclusion;

NOW, THEREFORE, I, Tina Kotek, Governor of the State of Oregon, by the authority vested in me by the Constitution and laws of the State of Oregon, hereby order the following updates to Executive Order 22-15 to advance economic justice, reduce disparities in outcomes, and expand shared prosperity across Oregon:

SECTION 1: COMMITMENT TO EQUITABLE SERVICE DELIVERY AND ECONOMIC JUSTICE OUTCOMES

1. **Measurable actions and outcomes.** State agencies shall implement measurable actions to enhance the effectiveness, accessibility, and inclusivity of their services, with annual reporting on outcomes, challenges, and corrective actions. These actions shall include outcome targets that advance economic justice, including reducing disparities in household economic stability, access to benefits and services, and barriers to employment and entrepreneurship.

2. **Performance metrics.** Agencies must adopt and report performance metrics, such as service uptake rates, satisfaction outcomes, timeliness standards (including response times and processing times), and other indicators appropriate to their mission, disaggregated across relevant demographic and geographic segments, to ensure programs and services meet the needs of all Oregonians.

3. **Resource alignment.** Agencies shall identify which programs, practices, or investments are most predictive of reducing disparities and shall prioritize continuous improvement and resource alignment consistent with their legal authorities and available funding.

SECTION 2: DATA TRANSPARENCY, DISPARITY REDUCTION TARGETS, AND ACCOUNTABILITY

1. **Expanded statewide dashboard.** The Chief Equity Officer and the Office of Equity and Racial Justice, in coordination with the Oregon Department of Administrative Services ("DAS"), shall expand the Statewide Service Delivery Dashboard to include outcomes disaggregated by relevant demographic, socioeconomic, and geographic indicators to support equitable and effective public service delivery.

2. **Disparity Reduction Targets.** Each state agency shall establish and publish two to five Disparity Reduction Targets within its mission area. Each target must include:
   a. a baseline measure;
   b. an identified disparity or inequity to be reduced;
   c. biennial improvement goals; and
   d. a description of strategies and investments reasonably expected to improve outcomes.

3. **Programmatic and fiscal data.** All state agencies must collect and report programmatic and fiscal data in a manner that allows for analysis of service effectiveness, access, and

outcomes across different communities, consistent with law and applicable privacy requirements.

4. **Corrective action and oversight.** Agencies that do not meet established benchmarks, fail to demonstrate progress toward Disparity Reduction Targets, or do not timely report required data shall be subject to corrective action plans, increased oversight, and potential budgetary review by DAS. Corrective action plans must include:
   a. a root-cause analysis;
   b. community-informed changes to policy, practice, or service design;
   c. resource shifts or budget requests necessary to improve outcomes; and
   d. a timeline with interim milestones and responsible officials.

5. **Directives and audits.** The Governor's Office may issue formal directives or initiate performance audits to ensure compliance with this Order and to strengthen cross-agency accountability.

6. **Equity-centered budgeting link.** Agencies shall describe how their budget development and request proposals align with Disparity Reduction Targets, including how requested investments are expected to reduce disparities and how success will be measured.

SECTION 3: COMMUNITY ENGAGEMENT, POWER-SHARING, AND PARTNERSHIP

1. **Inclusive engagement practices.** Agencies must collaborate with community-based organizations, service partners, members of the public, and stakeholders in designing and implementing policies and programs, employing inclusive engagement practices that address language access, cultural relevance, accessibility, and trust-building.

2. **Community Advisory Council.** The Governor's Racial Justice Council's Economic Opportunity Committee ("Council") shall be established as the Community Advisory Council and convened to advise the Governor's Office and DAS on statewide cross-agency goals related to effective service delivery and economic justice outcomes. The Council shall include representatives reflecting Oregon's geographic, cultural, racial, ethnic, age, language, and ability diversity.

   The Economic Opportunity Committee identifies needs to support the long-term economic success of populations who experience systemic economic disadvantages in business creation, access to traditional capital and wealth creation. The committee evaluates current economic development incentives, grants, tax breaks, technical assistance, and other supports in terms of racial justice, and provide recommendations for modifications. Additionally, the EOC evaluates current public contracting opportunities for minority-owned and underserved businesses and develops strategies to increase them.

3. **Transparent selection and accessibility.** Council members shall be selected through the established process of the Racial Justice Council. Participation supports shall be provided, including language access services, disability accommodations, and technology support as needed to ensure meaningful participation.

4. **Agency response.** The Council shall review statewide Disparity Reduction Targets and may provide written recommendations. Agencies and/or coordinating entities shall respond in writing to Council recommendations within sixty (60) days, indicating whether recommendations were adopted and, if not, the reasons and any alternative actions planned.

SECTION 4: ECONOMIC JUSTICE AND INCLUSION IN PUBLIC INVESTMENT

1. **Inclusive procurement and contracting.** State agencies shall strengthen procurement policies to ensure meaningful engagement with the business community, including small businesses and COBID-certified firms and other businesses facing systemic barriers. Agencies shall reduce avoidable administrative burdens, expand technical assistance, and strengthen pathways for prime contracting and subcontracting opportunities. Targeted benchmarks for inclusive contracting shall be established and reported annually.

2. **Prompt payment transparency.** Agencies shall implement prompt payment standards and report average payment timelines, disaggregated by firm size and certification status, to support small businesses' cash flow and capacity to compete for public contracts.

3. **Quality jobs standards.** Agencies administering economic development, infrastructure, energy, housing, and workforce investments shall adopt and implement Quality Jobs standards within their legal authority and program design, including goals related to living wages, benefits, training and apprenticeship access, equitable hiring and advancement, and other job-quality indicators relevant to the sector and funding source, with particular attention to communities historically excluded from high-wage sectors.

4. **Equitable funding alignment.** Agencies involved in infrastructure, energy, housing, and workforce programs must align funding strategies with applicable federal and state initiatives that promote equitable access to resources and reduce disparities in opportunity and economic security.

5. **Anti-displacement and wealth-building considerations.** Agencies, consistent with their authorities, shall incorporate strategies that support household economic stability and wealth-building, including reducing displacement risks associated with publicly funded development and supporting pathways to stable housing and community-based ownership models where feasible and lawful.

6. **Place-based prioritization.** Agencies shall prioritize place-based strategies for regions experiencing persistent poverty, rural disinvestment, workforce disruption, and communities disproportionately burdened by pollution and historic underinvestment, as appropriate to agency mission and legal authority.

SECTION 5: FUTURE-PROOFING SERVICE DELIVERY THROUGH EQUITY AND ECONOMIC JUSTICE IMPACT ASSESSMENT

1. **Biennial Equity and Economic Justice Impact Assessment Report.** Beginning in 2026, a biennial Equity and Economic Justice Impact Assessment Report—conducted by DAS in coordination with independent policy analysts—shall evaluate the distributional impacts of major legislative, budgetary, and administrative decisions on equity and economic justice outcomes, including identifying potential disparate impacts and mitigation strategies.

2. **Required scope.** The Assessment shall include analysis disaggregated by race/ethnicity, disability, geography (including rural/urban or region as relevant), income, and other indicators appropriate to the decision being assessed. The Assessment shall identify which decisions narrowed or widened disparities and shall provide recommendations for improving equity outcomes over time.

3. **Training and capacity.** DAS shall update training requirements for agency leadership and staff to support equitable, responsive, and community-informed public service delivery, including training on equitable procurement practices, language access, disability justice, equity-centered budgeting, and community-informed program design.

SECTION 6: IMPLEMENTATION AND INTERAGENCY COORDINATION

1. **Implementation guidance.** DAS, in coordination with the Chief Equity Officer and the Office of Equity and Racial Justice, shall issue implementation guidance within ninety (90) days of the effective date of this Order, including common definitions, reporting templates, minimum standards for data disaggregation, and baseline expectations for community engagement and accessibility.

2. **Agency Implementation Leads.** Each agency shall designate an Executive Order Implementation Lead at the executive level responsible for coordination, timely reporting, and progress toward Disparity Reduction Targets.

3. **Cooperation.** All state agencies shall fully cooperate in the execution of this Order and provide requested information necessary to implement, monitor, and evaluate progress.

SECTION 7: EFFECTIVE DATE

This Order shall take effect immediately and shall remain in effect unless amended or rescinded by future Executive Order.

DONE at Salem, Oregon, this ____ day of ____________, 2026.

____

Tina Kotek, Governor
State of Oregon