Agenda/Notes
Office of Governor Tina Kotek
RJC Economic Opportunity Committee
August 18, 2026 – Zoom
2:30 – 4:30 pm
Moderator – Javier Cervantes

MEMBERS

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

OTHER ATTENDEES

X	Andre Bealer	X	Javier Cervantes	X	Jesse Hyatt
X	Yasmin Solorio	E	Sarah Means		

Topic/Lead	Notes/Main Points	Decisions/Action Items
EOC Co-chair- (James)	*Meeting starts at 2:36pm. Javier shares Robert Rules of Order. James nominates Justice Rajee for nomination for co-chair of the Economic Opportunity Committee (EOC).* *Justice approves nomination. Marin gives second nomination. No questions from members or discussion. Present members voting yes to Justice Rajee as co-chair are:* • *Ciara Pressler* • *Marin Arreola* • *Evan Goss Lemelle* • *James Alan Parker* • *Justice Rajee* • *Khang Tran* **Javier**: Congrats, Justice. We will do a brief orientation with James and Governor's staff for co-chair and planning meetings, as well as elevating you to Racial Justice Council.	Justice Rajee voted co-chair of EOC.
Vote for WFWG Recs & EO Docs to go to RJC -(Marin/James)	***Workforce Workgroup (WFWG) Recommendations** are reviewed on "Implementation Recommendations for Future Ready Oregon and Modeling Workforce Development" document* **Marin**: We want to make sure we support work for Future Ready Oregon and the work over the last three years so vulnerable communities have access to training. In the report we present cases, goals both short term and long term. Goal for this coming session is to advocate as the Racial Justice Council (RJC) to support Future Ready Oregon model and get some kind of resources for the program. It	

	came to an end money wise on June 30th. Right now, they are doing reports and analysis. Want to make sure the work continues and is carried forward and carry the report to the point of advocacy. **James**: Were there significant changes to the model or is the priority on resources and funding? **Marin**: The Higher Education Coordinating Commission (HECC) is still gathering data and overall the model worked well. We want some additional resources to continue but also to make sure model lives on. The model and data shows it helped many vulnerable members that didn't have access to this workforce training. The workforce systems leaves out many Black, Indigenous, and People of Color (BIPOC) members out of it. The people that used it the most were BIPOC vulnerable members. **James**: What was the funding level when it first started? **Marin**: Started around covid under former Governor Brown. It was $200M dollars. With covid and ARPA funding it was a bit more. Now we aren't asking for that, we are asking for $3-10M. We also want to bring in private organizations in the mix. **Javier**: To move this forward, we need to have a nomination. *Marin provides first nomination. Ciara Pressler seconds the motion. No questions or comments from committee members. Present members who voted yes approving the Workforce Workgroup Recommendations are:* • *Ciara Pressler* • *Marin Arreola* • *Evan Goss Lemelle* • *James Alan Parker* • *Justice Rajee* • *Khang Tran* **Javier**: Unanimous decision to move forward the recommendations. ***Executive Order 25-xx (EO)*** *" Implementation Recommendations for Future Ready Oregon and Modeling Workforce Development"* **James**: This started as extension of existing EO. Rather than extend, how do we come forward with an EO that commits to what we're saying to make a more equitable economy, includes metrics for success, accountability measures and timeliness responses. Been a lot of hard work and almost 2 years working with former co-chair Jan on this. It will help agencies come up with equity plans, enforcement metrics, and, should they not be met, remediation efforts are	Workforce Workgroup Recommendations approved by committee. Moves forward to RJC for future vote.

	spelled out in there as well. **Marin**: Really like section 2, 4, 5 and 6 in terms of accountability. It makes sure there is a correction action and directive to do something if a problem arises if an agency doesn't do their work. We want accountability. **Ciara**: This might be more of a question for the Governor's Office. I always worry about these being overly onerous in action. Is there a mechanism to give the space to do the time and action so people have bandwidth to do these things? How does that work? **Javier**: I'm not experienced enough to know how the interworking of that would happen. We can have that conversation with the Governor at the RJC and talk about implementation and bandwidth. Good to note as we go forward and doing that. Wish I had a better answer. This will be coming up for discussion. **James**: Great question to ensure successful compliance and necessary resources. Happy to carry it forward with Justice when we discuss it at the RJC. *Motion to move the Executive Order document forward for approval is proposed by Justice Rajee. Second motion by Evan. No questions or comments from committee members. Present members who voted yes approving the Executive Order document are:* • *Ciara Pressler* • *Marin Arreola* • *Evan Goss Lemelle* • *James Alan Parker* • *Justice Rajee* • *Khang Tran* **Javier**: Unanimous decision to move forward with the Executive Order document. It will now move to the RJC for their September agenda.	Executive Order draft approved by committee. Moves forward to RJC for future vote.
Review of Draft Prosperity Council Document (Recommendations) -(James/Marin)	**James**: Marin and I had a great conversation and had great alignment on responses, next step for me is consolidate our responses to come from the committee rather than each individual. We're comfortable with what it looks like. Theme is ensuring small and underrepresented businesses have a voice in spaces and aren't drowned out with volume and deep pockets of larger enterprise. In responses to things like taxes, deregulation – largely we found common ground with Prosperity Council with what those are. Where we moved away were the impacts for small businesses, will they see less red tape, are they stronger with movement of these, and what then is the fiscal impact of these and what will that look like as we look and balance the budget. Are we going to look at less resources available for vital programing at the expense of lessening the taxation burn.	James and Marin to draft an initial response to Prosperity Council's 10 Recommendations. Draft to be completed on Friday 8/21 and distributed to Committee members for future agenda item.

	Marin: Agree, overall ensuring small businesses have a voice. In working with Business Oregon for 20+ years, small business is normally left out of conversation. Making sure the Prosperity Council has that embedded mindset of micro small business on how it impacts them. **James**: Will call out the heartened responses of the Governor on climate protection program vs cap and trade. Example of a large corporation voice being carried forward through Prosperity Council and the need to have small business voice and resources to develop small business infrastructure, clean energy programing to reduce impacts of climate change and pollution on frontline communities. These are things we want to respond to with small business perspective with recommendations to the Prosperity Council. **Javier**: Governor has asked this committee for principles on the 10 recommendations the Prosperity Council had. She wanted something sooner rather than later. Nothing to do here but as soon as this doc gets completed will go to you for thought and will put it for vote hopefully in October. **Andre**: Governor is looking to make decisions faster than the next time this group will meet (October 20th) and we will need to make a special meeting. Can be 5 mins for you to take a vote. Strongly urge you get a complete set of principles, as soon as possible. **Ciara**: Pleased on the speed of the Prosperity Council and worried about losing momentum and wondering if you can share any insight or info on the future of these recommendations, is there anything happening? **James**: Andre did elevate it at as a priority and think it was clear she viewed it as recommendations and nothing is written in stone. Not sure of the time table but think we have short time. Recommended we consolidate Marin and I's comments into one and get it no later than Friday. Recommend no more than two weeks out to call for a vote. **Andre**: I don't have a sense of what is in or out. Everything is on the table. Governor is looking for this committee and RJC to help her guide where she wants to go with that. Will keep track and as soon as she signals if she has more solidified direction, will share that with you. **Ciara**: Assuming based on timing, of Oregon Business Plan and Prosperity Council announcement, that there is an interest in taking a decision. **Javier**: Action item here is James and Marin will consolidate thoughts and get a doc to you by Friday. Marin and James will take those and enter it in the doc. We'll set a deadline	Gov. Office to send scheduling poll for a special meeting the week of August 31st.

	for meeting poll and next steps.	
Priorities Discussion - (All)	**Javier**: these are things I've captured over the year as conversations. *Javier shares "Economic Opportunity Committee Priorities 2026"* **James**: Topics to think about are Technical Assistance Program (TAP) Small business support. Looking at a real floor of $5M for TAP to continue and hope is its evergreen. did meet with BIPOC Caucus and they stated support for this and looking for it to be housed by one of the co-chairs for a bill. **Marin**: Can we invite BIPOC Leadership to these committee meetings? **Javier**: Yes. Andre and I also had a meeting last week with them. They shared meeting dates for some of their items coming up. **James**: Good opportunity to invite folks to our committee meetings. Different ways we can provide support and lots of ways we can ensure they know we want support for this. *Dept. of Administrative Services (DAS) Procurement Revisions and DAS 5 Year Work plan* **James**: Had an opportunity from Disparity Study and impacts of procurements at state level with creation of the dashboard. Less than 2% went to Certification Office for Business Inclusion and Diversity (COBID) certified firms. Significant work to be done and how the state sets the marketplace and invests locally and economically disadvantaged communities. What we are seeing is a DAS leadership that understands what those challenges are. From what I can tell there isn't a legislative fix or need right now but do think we need to ensure that the executive and legislative branch sees how important it is to see these revisions come to life in response to disparity study. **Marin**: What's Edina's official title now? Is she someone we need to work with? **Andre**: She's now the manager of Office of Procurement Equity. **Marin**: Great. That new program HB 2337 Oregon Small business Enterprise Certification, will impact hopefully an increase in certifications. Assuming with her having a relationship and coming to the committee. **James**: Between her and Alex Straub, we have folks as a thinking and soundboard. That bill, is it something we should show support of? What's the mechanism for that	

	DAS procurement bill?	
	Andre: That bill passed, certification went live. Apologies, it's not office of procurement equity – it's actually Procurement Impact Unit (PIU).	
	Jesse: Certification went live on April 1st. Preferences went live on July 1st.	
	Andre: There are other things on disparity study that are yet to be implemented, and this committee can help with prioritization of that work. Some challenges to some of it, financial and administrative. This group could be well positioned to be a thought partner with them on how to navigate that work. This certification is great on its own, but its nothing if folks don't get contracts.	
	Yasmin: Next meeting for this committee is scheduled for October 20th at 2:30pm.	
	James: Would be great to hear from DAS on how to be supportive during that meeting.	
	Andre: Currently going through their procurement transformation project. Also just getting information on what that is, how that looks like, where they are in the process. Came up in previous conversations.	October Agenda item: DAS Procurement
	Prosperity Council Connection **James**: What we wanted to do was have multiple conversations with Prosperity Council leadership as they went through their process.	
	Disadvantage & Emerging Small Business (DESB) Loan program **James**: interested to hear what those changes look like and implementation.	
	Temp check on LC's that others are connecting with legislators (i.e. passion areas) **Andre**: Flagging a date, Sept 11th, for deadline for pre-session filing of bills. Have that in mind as after that date you have a general idea on what legislators might be working on.	
	James: Fair to say that with that filing, it would be likely placeholders and things not fully fleshed out?	
	Andre: Yes bills still have to be drafted and will be vague in a lot of cases but can give you a high level on what they are focusing on.	
	James: Any other LCs we should have on our radar ahead of session? *None from committee members.*	

	Javier: For each of these bullet points, which are most pressing and what are next steps for engagement and be specific about problem areas, assessment of a program. **Andre**: As Javier alluded to, we had an early check-in. They gave us a series of dates they are working towards and voting as a caucus. Also a list of legislators related to each of the RJCs committees that are interested in each policy area. Have a good starting place. They aren't going to start their process for quite some time, they won't start meeting till November. We will have our priorities wrapped up at that point. We want to have more specifics around committee priorities to make sure that what we come up with is clear, actionable, and we can develop a workplan that is directing us in the right direction. We're looking to schedule a work session for RJC in October. We need a high level list of priorities, doesn't need to be drilled down in this group but a list of 'here is what we need to get to'. Will work through each of them to ensure goals are clear with those priorities, and have actionable plans and a path forward. So its easier to track what were doing, is clear with roles and responsibilities, will assign leads to each responsibility, and have a trackable workplan on steps needed to take on those items. We will make a two-pager. When November legislative days come we can share what we care about and 'here is what we need from you', as legislators. Trying to tighten up our process and always trying to have process improvement on what we do and how we show up. More info to come in the coming weeks. **Marin**: Sounds great. You'll be identifying key people on who we need to meet with for each priority. Do we need to prepare a synopsis of what we want to show these people – do we create short summary of what we want for legislators so they know what we're asking? To educate them. **Andre**: That might be part of it depending on the conversation we need to have. Really urging we get specific. For example, housing – what in housing do we want to do. And if there is additional info that is needed to meet a legislator half way, we can work with advisors to get quick bullets on what that needs to be. Right now, focus is to ensure have clear and concise goals related to priorities. **James**: Where do those priorities live? Is that something you can share. **Andre**: Can give you the priority list. You can add or give comment on what you don't want on it. Make sure group agrees. Then we need to decide what are the top 2 things. We do schedule off-month check-in's during session so we can provide updates. Remember we still only have so much time so things have to happen outside of the meeting and if	Javier to share priorities document to committee for review.

	we have to vote we need to have special meetings. Keep those processes in mind when it comes to how many priorities you have. **Ciara**: Should we meet monthly leading up to long session so we can be prepared? **Andre**: In interim, maybe we get our co-chairs to put a timeline for how that time might be used. If we have three priorities, what will we do in next 4-5 months and what are we going to spend that time doing. **James**: When is the next agenda planning meeting? **Yasmin**: October 5th is agenda planning for co-chairs. **James**: Maybe makes sense we add a discussion item around scheduling and can walk into that meeting with an opportunities to hear outcomes from committee, draft a document like letters of support, things like that. **Marin**: I want to look at the priorities list and do research. **Javier**: Will send a template out and give opportunity for you to provide feedback. **Andre**: Really need quicker turnaround on prosperity guidance piece. Can offer deadlines in follow up email and want to make sure that you're doing the work in time for the Governor to use it. In next two weeks should get it completed. **James**: Have your consolidated comments by Friday. From there we give ourselves timeline for comments and final discussion to meet and finalize. **Andre**: Will put a poll for week of August 31st and work backwards. If you can respond to poll asap would appreciate it. **James**: Lets schedule for a 1 hour block but don't think it'll take a full 60 mins. *Meeting concludes at 3:42pm.*	Gov. Office team to send scheduling poll for Sept 2nd.

Meeting Materials	Roberts Rules of Order One-Pager.pd Oregon Racial Justice Council (RJC) COI Flowchart.pdf EOC Priorities Template 2026.pdf 2026 RJC Economic Opportunity Commit RJC-EOC Workforce Group Recommenda RJC EOC Recommended EO26

Zoom Chat

2026-08-18 14:33:19 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

EOC Agenda
EOC Co-chair-5 Minutes (James)
Vote for WFWG Recs & EO Docs to go to RJC-10 minutes (Marin/James)
Review of Draft Prosperity Council Document (Recommendations)-15 minutes (James/Marin)
Priorities Discussion-55 minutes (All)

2026-08-18 14:36:31 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

EOC Agenda
EOC Co-chair-5 Minutes (James)
Vote for WFWG Recs & EO Docs to go to RJC-10 minutes (Marin/James)
Review of Draft Prosperity Council Document (Recommendations)-15 minutes (James/Marin)
Priorities Discussion-55 minutes (All)

2026-08-18 14:47:19 From Ciara Pressler RJC to Hosts and panelists:

Marin, thank you for all your work on that

2026-08-18 14:47:46 From James Alan Parker to Hosts and panelists:

Agreed!

2026-08-18 15:13:56 From Jesse Hyatt to Hosts and panelists:

OPE (office of procurement equity) is now PIU Procurement Impact Unit

2026-08-18 15:14:25 From Ciara Pressler RJC to Hosts and panelists:

Law & Order: Procurement Impact Unit

2026-08-18 15:14:27 From Jesse Hyatt to Hosts and panelists:

More actionable mission

2026-08-18 15:15:17 From Jesse Hyatt to Hosts and panelists:

4/1 for cert, 7-1 on preferences

2026-08-18 15:31:52 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

I'll send this in a separate doc, but here is what we have...

2026-08-18 15:31:57 From Javier Cervantes, Gov. Office (El, He, Him, His) to Hosts and panelists:

- Technical Assistance Program Small Business Support
- DAS Procurement Revisions
- DAS 5-Year Work Plan (Alex Straub)
- COBID Certification Updates
- Disadvantaged & Emerging Small Business (DESB) Loan Program changes and updates
- Temp Check on LC's that others are connecting with legislators (i.e. passion areas)

December Legislative Day Meetings

Identifying Conflicts of Interest

For something to be a conflict of interest under Oregon Government Ethics Law, it must meet three criteria [ORS 244.020(1) & (13)]:

Official Action

You must be taking an official action within your role as a public official.

This could be a vote, decision, or recommendation.

+

Financial Impact

Your action must create or potentially create a financial impact.

That impact could be a financial benefit or detriment.

+

Specific People

The financial impact must affect specific people:

You, your relatives, your household members, or an associated business.

=

Conflict of Interest

Once you've recognized that something meets these criteria and is a conflict of interest, you need to further analyze if it is an **actual conflict of interest** or **potential conflict of interest**.

Actual Conflict of Interest

The financial impact of your action is certain.

For example, you process business permits as part of your public official duties. Your parents apply for a permit. You processing their permit would have a certain financial impact; therefore it is an actual conflict of interest.

Potential Conflict of Interest

The financial impact of your action is possible, but not certain.

For example, you are voting on requirements for future city contracts. Your sibling owns a business that could apply for a future city contract. The financial impact is possible, but not certain; therefore it is a potential conflict of interest.

What do you do once you know you have a conflict? Flip the paper over to find out!

Disclosing Conflicts of Interest

When met with a conflict of interest, there are different disclosure requirements depending on the nature of the public official's position.

Members of the Legislative Assembly

- Must announce the nature of the conflict publicly.
- Announcement must be according to the rules of the house of which they are a member, before taking any action on the matter [ORS 244.120(1)(a)].

Other elected officials or appointed board and commission members

Announce publicly the nature of the conflict of interest.

- Announcement during the **public session** of a public meeting.

Then:

- If it is a **potential conflict of interest**, they may continue to participate in the discussion debate or vote on the matter.
- If it is an **actual conflict of interest**, they must refrain from participating in any discussion, debate or vote on the matter [ORS 244.120(2)].

Have questions? Contact us!
Email mail@ogec.oregon.gov
or call 503-378-5105.

Any other appointed official (describing public employees)

Must notify their appointing authority (supervisor, director, etc.) in writing. It must:

- Describe the nature of the conflict.
- Request the authority dispose of the matter.

The authority will respond with how to handle the matter. They will either have someone else handle it or give specific instructions on how to proceed. [ORS 244.120(1)(c)].

Judges

- Must be removed from the case giving rise to the conflict.
- Or they must advise the parties of the nature of the conflict [ORS 244.120(1)(b).

Minimum Votes Exception: An elected public official (or one serving on a board/commission) may be able to vote with an actual conflict of interest. This exception only applies when their vote is needed to meet the minimum number of votes to take official action. They would still need to make their public disclosure and would not be able to participate in any discussion or debate [ORS 244.120(2)(b)(B)].

Oregon Racial Justice Council (RJC) Voting Protocol

Designed for compliance with Oregon Public Meetings Law (ORS 192.610-192.705)

Purpose

This protocol establishes a transparent, consistent, and legally compliant process for voting by the Oregon Racial Justice Council (RJC). It is intended to ensure that Council decisions are made openly, fairly, and in accordance with Oregon Public Meetings Law.

I. General Principles
   A. All official Council actions shall occur during a properly noticed public meeting.
   B. Deliberation and voting shall occur in public unless a matter is lawfully discussed in executive session. Any final decision or vote must occur in open session.
   C. No member shall vote by email, text message, or other serial communication outside a public meeting. Members shall avoid communications that could constitute prohibited serial deliberations.
   D. Members participating remotely have the same voting rights as members attending in-person, provided the meeting complies with Oregon law regarding public access.

II. Quorum
   A. A quorum shall consist of a majority of the currently appointed voting members of the Council.
   B. No official action may be taken without a quorum.
   C. If a quorum is lost during the meeting, discussion may continue for informational purposes, but no motions or votes may occur until a quorum is restored.

III. Types of Council Action
   The Council may act thorough:
   A. Adoption of recommendations
   B. Approval of reports
   C. Legislative positions
   D. Approval of letters or testimony
   E. Procedural motions
   F. Election of Council officers
   G. Adoption or amendments of Council operating procedures

IV. Making a Motion
   A. A voting member makes a motion.
   B. Another voting member seconds the motion.
   C. The Chair restates the motion.
   D. Council members discuss the motion.
   E. The Chair calls for a vote.

V. Voting Methods
   A. Show of hands
   B. Roll-call vote

VI. Vote Thresholds

Unless otherwise required:	
Action	Vote Required
Routine motions	Majority of members present and voting
Adoption of recommendations	Majority of members present and voting
Amendment of adopted recommendations	Majority of members present and voting
Suspension of Council procedures	Two-thirds of members present
Amendment of this voting protocol	Two-thirds of members present
Abstentions do not count as affirmative votes.	

VII. Recording Votes
The official minutes shall include:
- Members present
- Exact wording of each motion
- Name of the mover and seconder
- Vote outcome
- Individual votes
- Any abstentions or recusals

Oregon Public Meetings Law requires meeting records to include motions, votes, and the substance of discussion.

VIII. Conflicts of Interest
Members shall comply with applicable Oregon Government Ethics requirements.

When a member has an actual conflict of interest requiring disclosure:
1. The member shall publicly disclose the conflict before deliberation.
2. The disclosure shall be entered into the meeting record.
3. The member shall not participate in the discussion or vote after declaring a conflict of interest.

IX. Consent Agenda
Routine administrative items may be approved through a consent agenda.

Any member may request removal of an item for separate discussion and vote without requiring a second.

X. Tie Votes

A tie vote results in failure of the motion.

XI. Reconsideration

A member who voted on the prevailing side may move to reconsider an action during the same meeting or at the next regular meeting if:

- New information has become available; or
- A procedural error occurred.

Reconsideration requires a majority vote.

XII. Virtual Meetings

- Members must be identifiable.
- Votes shall be taken by audible roll call or another method clearly identifying each member's vote (i.e. by raising of virtual hands).
- The public must be able to observe or listen as required by Oregon law.

XIII. Public Transparency

The Council shall:

- Conduct deliberations openly.
- Clearly announce all motions before voting.
- State vote results before moving to the next agenda item.
- Publish approved meeting minutes consistent with Oregon law.

XIV. Prohibited Practices

Council members shall not:

- Poll members outside a public meeting to determine likely vote outcomes.
- Use email, text messages, or intermediaries to deliberate toward a Council decision outside a noticed meeting.
- Take official action outside a public meeting.

Robert’s Rules of Order: One-Page Synopsis

The following is a one-page synopsis of the basics of Roberts Rules of Order. Rober’s Rules of Order is a uniform outline for leading just, organized, and effective meetings. The structure attempts to ensure one individual is addressed at a time, every member has an equal right to speak, and all decisions are made democratically.

Robert's Rules of Order: One-Page Synopsis

1. **Purpose**
   Robert's Rules of Order is a parliamentary procedure used to help groups conduct meetings:
   - Only one person speaks at a time.
   - Every member has an opportunity to be heard.
   - Decisions reflect the will of the majority while protecting the rights of the minority.

2. **Basic Principles**
   - One item of business at a time.
   - One speaker at a time.
   - Majority rules.
   - Minority rights are protected.
   - Courtesy and impartiality are expected.

3. **Typical Order of Business**
   1. Call to order
   2. Roll call (if applicable)
   3. Approval of minutes
   4. Officer and committee reports
   5. Unfinished (old) business
   6. New business
   7. Announcements
   8. Adjournment

4. **How to Make a Motion**
   1. A member is recognized by the chair.
   2. The member states: **"I move that..."**
   3. Another member seconds the motion.
   4. The chair restates the motion.
   5. Members debate the motion.
   6. The chair calls for a vote.
   7. The chair announces the result.

Common Motions

Motion	Requires Second?	Debatable?	Vote Required
Main Motion	Yes	Yes	Majority
Amend a Motion	Yes	Yes	Majority
Refer to Committee	Yes	Yes	Majority
Postpone to a Certain Time	Yes	Yes	Majority
Limit Debate	Yes	No	Two-thirds
Previous Question (End Debate)	Yes	No	Two-thirds
Table (Lay on the Table)	Yes	No	Majority
Adjourn	Yes	No (usually)	Majority
Recess	Yes	No	Majority
Point of Order	No	No	Chair rules

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

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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

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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

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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

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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 25-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 ____________, 2025.

____

Tina Kotek, Governor
State of Oregon

Economic Opportunity Committee Priorities-2026

The following are the EOC's priorities discussed at the August 18 meeting. Please identify which priority you would like to be elevated.

Committee	New Priority Concepts	What goals do you have for this priority? Please be as specific as possible (Specific, Measurable, Achievable, Relevant, Time-Based).	Rank order the priority from most important to least on scale 1-4 (1=Highest, 4=Lowest).
Economic Opportunity	• Technical Assistance Program Small Business Support		
	• DAS Procurement Revisions ○ DAS 5-Year Work Plan		
	• COBID Certification Updates		
	• Disadvantaged & Emerging Small Business (DESB) Loan Program changes and updates		
	• Economic Equity Investment Program (EEIP)		
	• DAS Procurement Transformation Project		
	List other priority areas you believe the EOC might consider.		
	• • • •		

The following are the EOC's current priorities and status discussed at the August 18 meeting.

Committee	Current Work/Continued Priority	Does Current Work Require Legislative Advocacy?	Status: Advocacy Needed?
Economic Opportunity	• Updated Executive Order	• No	• Objective: Send updated Executive Order 22-15 to RJC then to Governor for consideration by September RJC meeting. ___ Not Started ___ In Progress ___ Completed
	• Future Ready Oregon Recommendations & Workforce	• Yes	• Objective: Send recommendations to the RJC and then to the Governor for consideration. ___ Not Started ___ In Progress ___ Completed
	• Prosperity Council Principles Recommendations	• No	• Objective: Deliver completed recommended principles by end of August. ___ Not Started ___ In Progress ___ Completed • Send to RJC, then to the Governor. ___ Not Started ___ In Progress ___ Completed
	What the next steps for the above priorities?		
	• • •		

Economic Opportunity Committee Priorities-2026

In preparation for Committee priorities discussions please evaluate the following table. The following is a summary of the EOC's current work as well as other potential priorities that have emerged since January of 2026. The themes may also serve as potential advocacy areas for the Committee.

When thinking about Committee future advocacy (blue columns below) identify what you believe should be the top priorities and think about a problem statement for each item you are identifying (i.e. what is being addressed?). What is the goal and objective of your problem statement? What might advocacy look like (draft a letter, testimony, agency engagement, meeting requests during Legislative Days)?

Committee	Current Priorities	Potential Priorities/Themes	Problem Statement: Goal/Objective? Type of Advocacy/Engagement?
EOC	• Complete EO-22-15 Updates • Complete Future Ready Oregon Recommendations	• Technical Assistance Program Small Business Support • DAS Procurement Revisions • DAS 5-Year Work Plan (Alex Straub) • Prosperity Council Connection • COBID Certification Updates • Disadvantaged & Emerging Small Business (DESB) Loan Program changes and updates • Temp Check on LC's that others are connecting with legislators (i.e. passion areas) ○ December Legislative Day Meetings	•